

California Program Improvement Plan
Quarterly Report
Reporting Period: October – December 2003

Modified 2/4/2004

Safety Outcome 1, Item 2A

<p>Improvement Goal: The percentage of repeat maltreatment of children will decrease from 10.7 percent in 2000 to 8.9 percent by no later than March 31, 2005.</p>	<p>March 31, 2005:</p>	
<p>Frequency of Measurement: Measurement of progress toward national data standards using AFCARS and NCANDS data will be reported every six months. In addition, quarterly C-CFSR reports will show quantitative progress on improvement and completion of action steps by county.</p> <p>By June 30, 2004, we expect to improve by 0.9 percent.</p>	<p>AFCARS/NCANDS Semi-Annual Measures –</p> <p>December 2003: 11.2% June 2004: December 2004: June 2005:</p>	<p>C-CFSR Quarterly Data – No report due this quarter.</p> <p>March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: The goal will be achieved when this outcome for children improves from 10.7 percent to 8.9 percent by no later than March 31, 2005, and all action steps are completed.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>	

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<p>Action Step 1: The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, in Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, and Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. Cross-reference to Safety Outcome 1, Item 2b; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5)</p>		
<p>Promising Practices of high performing counties will be identified.</p>	<p>09/03</p>	<p>The CDSS will review safety practice literature (07/03)</p> <p><input checked="" type="checkbox"/> Completed 7/03.</p> <p>Using C-CFSR (Matrix #1A&B) CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (07/03)</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no quarterly reports yet. See tasks below.</p> <p>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03)</p> <p><input checked="" type="checkbox"/> Completed 09/03.</p> <p>CDSS will develop a Promising Practices Guide which will include model procedures, systems and practices (08/03)</p> <p><input checked="" type="checkbox"/> Completed 09/03.</p> <p>CDSS will release guide to all counties in an ACIN as a resource to all counties. (09/03)</p> <p><input checked="" type="checkbox"/> The Promising Practices Guide was completed 09/30/03, approved, and distributed to counties via ACIN. The ACIN</p>

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Technical assistance will be provided to three high priority counties each quarter to assist in meeting performance targets and in improved assessments and coordinating access to services. Quarterly reports will document that the technical assistance has been provided.		(number I-65-03) is available to all counties on the CFSD website.
	06/05 Co. / Date 1-3: 9/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05	<p>Using Safety outcome C-CFSR (Matrix #1A &B) data, CDSS will identify a list of all high priority counties (7/03)</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no quarterly reports yet. See tasks below.</p> <p>2 From the high priority list, CDSS will select three counties to provide TA (07/03).</p> <p><input checked="" type="checkbox"/> CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties.</p> <p>3 Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties' current procedures, policies, systems and practices (07/03).</p> <p><input checked="" type="checkbox"/> The CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties. The CDSS is assisting these counties in analyzing procedures, policies, systems and practices in order to prepare their county plans.</p> <p>4 In partnership with each county, CDSS will compare the findings in the three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (08/03).</p> <p><input checked="" type="checkbox"/> The CDSS provided technical assistance and program</p>

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		<p>support to counties under this action step as part of the activities reported for action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties. The CDSS is assisting these counties in analyzing procedures, policies, systems and practices in order to prepare their county plans.</p> <p>5. The CDSS staff will provide written and onsite TA, based on specific county's assessed needs and gaps, to the three counties during the implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (09/03).</p> <p><input checked="" type="checkbox"/> The CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties. The CDSS is assisting these counties in analyzing procedures, policies, systems and practices in order to prepare their county plans.</p>
CDSS will monitor and document the implementation of each county's action plan	06/05	<p>1. The CDSS will track completion of county action steps (09/03).</p> <p><input checked="" type="checkbox"/> See tasks above and action steps 4 & 5.</p> <p>2. Based on C-CFSR quarterly reports CDSS will provide ongoing TA to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See tasks above and action steps 4 & 5. As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no quarterly reports yet. All counties are beginning work on their self assessments, which are due June 2004. Their SIPs are due September</p>

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		<p>2004, and will outline their program goals.</p> <p>3. Every quarter three new high priority counties will be selected for TA through the end of the PIP. A new TA cycle will be completed each quarter for 12/03, 03/04, 06/04, 09/04, 12/04, 03/05 and 06/05.</p> <p><input checked="" type="checkbox"/> CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties. Technical assistance will continue to be provided over the upcoming months. This is significantly more counties that TA is being provided to than the amount that we originally committed to per year (three counties x four quarters =twelve counties versus 43 counties currently receiving TA).</p> <p>4. CDSS will track county safety outcome improvement data from the C-CFSR (Matrix #1A &B) and report quarterly beginning 12/03. (06/05)</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no quarterly reports yet.</p>
Los Angeles County will implement a risk assessment process at all key decision points within the life of the case	11/03	<p>A training plan was developed to implement on a priority basis as follows:</p> <p>1. All Los Angeles County Hotline staff have been trained in completing assessments and are using decision tree protocols.</p> <p><input checked="" type="checkbox"/> Completed 2/03.</p> <p>2. All Los Angeles County Emergency Response workers have been trained and started using risk and safety assessments for all referrals.</p> <p><input checked="" type="checkbox"/> Completed 4/03.</p>

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		<p>3 All Los Angeles County Emergency Response workers were trained and started using the strengths and needs assessment. <input checked="" type="checkbox"/> Completed 4/03.</p> <p>4 All Los Angeles County Family Maintenance and Family Reunification staff will be trained in risk and safety assessments to ensure the safety of children in-home as well as those returning home. In addition, they will be trained to use the strengths and needs assessment and begin using them (11/03). <input checked="" type="checkbox"/> During October, November and December 2003, 470 FM, FR and PP workers and their supervisors were trained on the use of the safety and risk assessment, family strengths and needs assessment and reunification tools. As of December, 10 of the 17 regional offices have completed training. The remaining seven offices will be trained in January and February 2004, with all training complete by the end of February.</p> <p>5 All new staff will receive training, and refresher training will be available as needed beginning 04/03. (06/05) <input checked="" type="checkbox"/> Completed 04/03. New staff and refresher training is available.</p>
CDSS will provide technical support on the implementation of risk assessment in Los Angeles county	06/05	<p>Beginning 10/02 and as needed, CDSS and our contract staff will continue to provide focused technical assistance to assist Los Angeles County in the full implementation of risk assessment. (06/05) <input checked="" type="checkbox"/> CDSS and the National Council on Crime and Delinquency's Children Research Center continued to provide technical assistance and training to Los Angeles County in their planning and implementation of risk assessment during the quarter. On site technical assistance visits were conducted by CDSS and CRC on October 15, 16 and 17, and on</p>

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		December 1, 2003. In addition, telephone and e-mail assistance were also provided.
CDSS will monitor the implementation of risk assessment in Los Angeles County	06/05	<p>The CDSS will report quarterly on the status of implementation and the technical assistance provided (09/03, 12/03, 03/2004, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> Los Angeles County has (1) trained all Hotline, Command Post, and Emergency Response staff, (2) trained Family Maintenance (FM), Family Reunification (FR) and Permanency Planning (PP) staff in four regional offices, (3) trained FM, FR and PP staff in six additional offices October through December 2003, and (4) will complete training for the rest of the staff in the remaining 7 regional offices in January and February. Los Angeles County is completing the development of a strategy for monitoring and tracking the completion of the assessments to more efficiently track implementation. The CDSS will continue to provide technical assistance as needed to support the County's implementation efforts.</p>
Action Step # 2: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, CDSS will implement statewide. (Cross-reference to Safety Outcome 2, Item 3 & 4; Permanency Outcome 1, Item 5)		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written. Discuss issues and decide if statutory/regulatory changes are necessary.	04/03	<p>The CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>
Analyze fiscal impact (including cost avoidance for re-entries) if the 12-	05/03	The CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03).

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month limit were extended.		<input checked="" type="checkbox"/> Completed.
Submit proposal	05/03	<p>Introduced language into Trailer Bill as part of the May Revise (05/03).</p> <p><input checked="" type="checkbox"/> Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for possible inclusion in budget trailer language. A decision by budget committee staff was made not to include the language at that time pending further policy discussions about the proposal.</p>
If legislation passes, implement through All County Letter (ACL) and regulation processes as needed.	09/03 (assumes legislation passes on 7/1/03)	<p>The CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, fiscal, claiming, regulation, training and CWS/CMS changes do not have to be considered at this time.</p> <p>The CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all FM case carrying staff and supervisors be trained on this change within 30 days of receipt of letter (08/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be drafted. CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be issued. CDSS will incorporate this change into statewide training curriculum. (09/03). (Cross reference to Systemic Factor 4 Items 32 and 33.)</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, training cannot be modified. CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions will be</p>

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		<p>provided, if feasible, to the counties as appropriate (09/03). (Note-If CWS/CMS change requires Federal IT approval, implementation will be delayed).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, CWS/CMS cannot be modified.</p>
		<p>1. CDSS will begin regulation change process (9/03); regulation changes take approximately nine months--ACL remains in force during the interim time period.</p> <p><input checked="" type="checkbox"/> CDSS will begin the regulation change process when the legislation passes.</p>
CDSS will monitor implementation	06/05	<p>CDSS will track quarterly, using the CWS/CMS, the increase in cases where services are extended beyond 12 months in order to ensure county implementation of this law and policy change beginning (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, it is not yet necessary to track the number of increased cases.</p>
<p>Action Step #3: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</p>		
The CDSS Deputy Director of Children and Family Services, along with the CDSS Deputy Director of	06/05	<p>Letter of invitation sent by Director Saenz to directors of named departments (May 13, 2003)</p> <p><input checked="" type="checkbox"/> Completed.</p>

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<p>Welfare to Work, will convene monthly meetings with program deputy directors at the Departments of Alcohol and Drug Programs, Health Services, Mental Health, Developmental Services, Justice and Education to ensure cross-departmental coordination and implementation of the PIP and Redesign efforts. This group is called the "Interagency Child Welfare Services Team" and will focus on optimizing good outcomes for children and families served in common between and among departments.</p>		<p>Appointments made by respective directors (05/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. <p>First meeting held May 21, 2003; regular monthly meetings to begin. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Regular monthly meetings have begun. Meetings this quarter were held October 2, October 23, November 21 and December 18, 2003. <input checked="" type="checkbox"/> At the October 2 meeting, the members of the Interagency Child Welfare Services Team discussed the contents of a press kit that was distributed on September 25 at the Champions for Children meeting. It included a Redesign chronology, highlights, key outcome indicators, communication contacts, early implementing counties, and fiscal challenges to meet in implementing Redesign. The team agreed to map existing initiatives in Cohort 1 counties to identify possible opportunities for collaborative work, and to establish a joint fiscal workgroup to plan training and technical assistance. <input checked="" type="checkbox"/> At the October 23 meeting, there was discussion of the groups' desire to address fiscal issues that impede attainment of shared outcomes for shared populations across programs. It was agreed that a framework and proposal will be drafted for the November meeting. It was confirmed that Cohort 1 counties will create an interagency team to address funding issues and the state team will support the work of these county teams. The following guiding principles were agreed to: 1) In difficult economic times, it is even more important that the team works together across departments, 2) Uncertainties about budget

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		<p>cuts and leadership changes matter, but should not keep the team from developing a positive agenda, 3) A focus on shared outcomes for shared populations will ensure each department's needs are met and 4) Local teams should include law enforcement and Prop 10 commissions.</p> <p><input checked="" type="checkbox"/> At the November 21 meeting, it was announced that the annual California Mental Health Advocates for Children and Youth (CMHCY) conference to be held in May 2004 will focus on the Redesign, specifically on the intersections between mental health and child welfare services. There was discussion of a reinvestment strategy to use the costs of long term placement to fund prevention services due to caseload reduction. There was also discussion of the Cohort 2 letters of interest that were sent to counties and the kickoff meeting being held on December 9 in Redding.</p> <p><input checked="" type="checkbox"/> At the December 18 meeting, the group discussed the State and County Interagency Program and Funding Team proposal. The team proposes a State and County Interagency Program and Funding Team that would design and implement coordinated federal, state and county fiscal strategies. Three groups would be formed: a state interagency team, a statewide program and fiscal network, and a regional and county-level program and funding network. The team further proposes a State and County Interagency Program and Funding Team that would act as a resource team for regional or county-level networks needing assistance to overcome barriers to coordinated programming and funding.</p> <p>Examples of outcomes are:</p>

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		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A forum for state agencies to coordinate program and funding efforts, especially those linked to collaborative/common outcomes, to identify federal and state barriers and to develop strategies to resolve them. The statewide network's work will be generated by real issues identified at the county/regional level. <input checked="" type="checkbox"/> At the regional level, interagency and funding networks can provide a laboratory for working through program/funding strategies needed to support the goals and objectives of Redesign. Also, they have the potential of being a training ground to acquire cross-agency understanding of major funding sources. <input checked="" type="checkbox"/> A network of county, regional and statewide networks will consider program-related funding issues from an interagency perspective and provide ongoing support and assistance to its members. <input checked="" type="checkbox"/> Common tools for good fiscal planning will be created with periodic meetings to share practices, apply knowledge and promote problem-solving. <p>2 First item of business will be development of a Team Charter outlining purpose, membership, first tasks and timelines. Areas of focus for the Team include: identifying and removing interagency systemic barriers to accessing services; coordination of services at the state and local levels; leveraging of funds across program areas; policy development to promote service coordination and integration. (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. <p>CDSS will share a copy of the charter with ACF. (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed.

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		<p>The Team will be informed, on an ongoing basis, by the C-CFSR process including self-assessments and SIPs. (09/04)</p> <p><input checked="" type="checkbox"/> Beginning 9/03, the team has been briefed as to the C-CFSR process, and they will begin receiving information regularly after the county self-assessments and SIPs are submitted 6/04 and 9/04, respectively.</p> <p>The Interagency Team will prioritize and make recommendations based on the CDSS analysis (12/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>3 Policy changes will be implemented through appropriate regulatory, statutory instructions to county agencies beginning 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
The Interagency Team, as appropriate will implement changes within their areas of responsibility.	06/05	<p>CDSS will review all counties' self-assessments and compile and analyze the data on service array, gaps and barriers beginning 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS and other interagency departments will provide technical assistance to high priority counties, i.e., counties that have identified significant gaps in the service array, including providing counties guidance on strategies for improving building capacity and access to services – to be included in the county SIP beginning 1/05. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will review all SIPs and compile and analyze the information contained in the SIPs. Based on this analysis make appropriate recommendations for the federal and state governments, including resource issues as well as other state and federal level issues. CDSS will share these findings with the Interagency Team. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p>

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		<input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor implementation of state/county changes in policy, procedure and regulation recommended by the interagency work group.	06/05	CDSS will track and report quarterly on completion of the Interagency Teams recommendations. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.
Action Step #4: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)		
The Safety and Practice Workgroup of the CWS Stakeholders Group determined effective elements of current safety assessment tools in use throughout the country for in the development of an approach to the assessment of safety, risk, parental protective capacity, and family strengths by California's counties.	08/03	Research and analysis of national safety and risk assessment processes completed. (06/02). <input checked="" type="checkbox"/> Completed. Safety and Practice Workgroup formed (10/02). Consultants selected to support workgroup in development of California's safety, risk and protective capacity assessment (11/02). <input checked="" type="checkbox"/> Completed. Research, analysis, and constructs of California's safety, risk and protective capacity assessment approach (06/03). <input checked="" type="checkbox"/> Completed. Completion of California's approach to the safety assessment, including tools and how they apply to both in and out-of-home care. (08/03) <input checked="" type="checkbox"/> Completed. Research and analysis was completed, and the report submitted to CDSS 9/03.
Los Angeles and two medium sized counties (see Glossary) will begin testing the safety assessment approach that embodies the approach developed by the Safety	05/04	Begin testing the approach to safety assessment through the application of safety assessment tools in Los Angeles and two medium sized counties (09/03). <input checked="" type="checkbox"/> Testing has begun. To assist counties in integrating the safety assessment approach, differential response and

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<p>and Practice Workgroup. Safety and risk components will be implemented, as well as a strengths and needs assessment component. The strengths and needs assessment will be used to determine the level of family need in key service areas and be utilized for case planning and service provision. These assessments will be conducted throughout the life of the case. The use of safety assessment tools that embody the approach developed by the Safety and Practice Workgroup will be fully implemented in Los Angeles and the other two test site counties.</p>		<p>other practice strategies, a Request for Application (RFA) was sent to all 58 counties in April 2003. A total of \$2.6 million in CDSS incentive funds was provided to counties to assist them with planning, assessing and developing implementation strategies for comprehensive safety assessment, differential response and other practice improvements. This RFA was designed to support counties and to assist them with self-assessing and identifying their readiness to participate and implement the Redesign.</p> <ul style="list-style-type: none"> ☑ With the RFA, counties were asked to complete a Readiness Matrix as a self-assessment tool. Responses were received from 45 counties by September 15. Those counties interested in being part of the initial implementation phase (Cohort 1) were asked to also submit a Letter of Intent. The CDSS based on a comprehensive evaluation selected 11 counties for Cohort 1. ☑ Cohort 1 counties began meeting in September 2003, and are receiving support and technical assistance in the areas of CWS Redesign Implementation Guide modules; safety, risk and protective capacity assessment tools; and standardized practice planning. ☑ Members of the implementation cohorts will transfer learning by sharing successes and problem-solving through the Breakthrough Series Collaborative. This is a peer group participation process that allows counties to target, pilot and phase-in significant practice changes that would normally require years of planning to implement. These changes are measured and monitored closely so

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		<p>successes can be expanded quickly and less successful changes can be modified as needed. Each county will be guided and mentored by experts in the field as they study, test and implement the latest knowledge and evidence available.</p> <p>2. CDSS will provide technical assistance, in the form of onsite training of staff and monitoring of use of tools to Los Angeles and two medium sized counties to test the formal safety assessment process beginning 09/03. (05/04)</p> <ul style="list-style-type: none"> ☑ Beginning 9/03, CDSS has selected 11 counties, including Los Angeles, to be early implementers (Cohort 1) as part of Redesign. As part of this process (see #1 above), counties are testing the approaches to safety assessment. ☑ Members of Cohort 1 have already begun receiving training, support and technical assistance from CDSS and consultants. The counties participated in all day sessions on October 17, November 4, November 5, November 18, December 1, and December 12, 2003 to discuss operational development of the framework for implementation in each county. ☑ Cohort 1 meetings held on 10/17, 11/5 and 11/18 discussed the draft of California's Child Welfare Services Implementation Guide. The Guide is organized into four modules (Partnerships, the New Intake Structure, Permanency and Transition, and Workforce). The New Intake Structure Module and the Permanency and Transition Module provide direction to counties as they apply a standardized approach to assessment of safety, risk and protective capacity, an approach that brings

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		<p>statewide uniformity to decision-making regarding these critical issues and enables a determination of response paths. The intent of this standardized approach is for decision-making criteria to be consistent statewide, while flexibility is retained for each county to use the tools and methods that fit best for their communities. Assessment tasks are associated with seven case decision points: pre-CWS referral, intake, initial face-to-face, placement, case planning, implementation, tracking, evaluating, and case closure. Guidelines for each decision include options for each decision, criteria for choosing each option, elements (such as behavior of caregiver or ability to supervise) that define the family, the process by which a determination is made regarding safety, and practice guidelines.</p>
The safety assessment approach will be evaluated and recommendations will be made for any adjustments before expanding the number of counties using it.	05/04	<p>CDSS will evaluate the test results and make any necessary adjustments to safety assessment process/tools/training (05/04). <input checked="" type="checkbox"/> No report due this quarter.</p>
The validated safety assessment is implemented in 25 counties.	06/05	<p>Twenty-five counties will be selected to begin preparation to utilize the new approach to safety assessment. Counties will have detailed implementation plans developed through the Request for Applications (RFA) planning process which are approved in advance by the CDSS. (01/04) <input checked="" type="checkbox"/> No report due this quarter. Counties selected to implement the safety assessment will begin using the new approach beginning and will roll out as resources are available to start implementation 05/04. (06/05)</p>

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		<input checked="" type="checkbox"/> No report due this quarter. All counties implementing the safety assessment will be fully operational within three months of start date. CDSS will review and have copies of each county's operational procedures that instruct staff on safety assessment. (06/05) <input checked="" type="checkbox"/> No report due this quarter.
The CDSS will monitor the progress of the implementation of the safety assessment approach to ensure it is used countywide throughout the life of the case.	06/05	CDSS will report progress of the implementation of the safety assessment approach in each county, including staff training and development of procedures quarterly. (06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.
Action Step #5: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)		
The differential response framework will be developed to include elements necessary to meet the needs of children and families. Elements of the design will include: 1) structures and protocols necessary for communities to build capacity, develop resources and create partnerships to create an array of quality services and; 2) assessments, tools and protocols for counties to respond to the needs of children and families from hotline screening protocols on how to assess and engage with families, identifying service needs, skills on	06/03	A RFA was sent to all 58 California counties (04/03) to solicit proposals on implementing elements of the Redesign and 51 counties have responded and will receive planning grants to prepare for implementation of various elements (05/03). <input checked="" type="checkbox"/> Completed. The CWS Stakeholders Workgroup Differential Response and Case Resolution will complete the differential response framework (06/03). <input checked="" type="checkbox"/> Completed 9/03. The differential response framework is provided in detail in the CWS Redesign: The Future of California's Child Welfare Services Final Report, September 2003.

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connecting families to community resources and finally, ensuring appropriate follow up that families received services.		
Los Angeles and two medium sized counties will be designated Redesign test counties to test the implementation of differential response system.	06/04	<p>Los Angeles and two medium sized counties will begin implementation of differential response 09/03. (05/04)</p> <p><input checked="" type="checkbox"/> Implementation has begun. On September 23, 11 counties, eight more counties than initially planned, were notified of their selection (Cohort 1). Those counties are Los Angeles, Stanislaus, San Mateo, Sacramento, Placer, Contra Costa, San Luis Obispo, Humboldt, Trinity, Tehama and Glenn. The last four counties will share an award, with Humboldt receiving 50% and Trinity, Tehama and Glenn sharing the remaining half. Official planning for Cohort 1 on the safety assessment approach, differential response and other practice improvements began the week of 9/28/03. Additional meetings were held 10/17, 11/4, 11/5, 11/18, 12/1 and 12/12/03. (See action step# 4 above)</p>
Evaluate the test sites implementation of differential response.	05/04	<p>CDSS and our consultants will evaluate the test sites implementation and make adjustments as needed to the tools, assessments and protocols. (05/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Twenty-five counties will be selected to begin advanced training in preparation for implementing differential response including training, resource development and protocols (04/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Implement differential response in selected counties.	06/05	The selected counties will begin implementation of differential response and roll out as resources are available starting 05/04. (06/05)

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		<input checked="" type="checkbox"/> No report due this quarter. CDSS will provide ongoing technical support to all implementing counties, through our consultants on training, resource development strategies and leveraging existing resources beginning 05/04. (06/05) <input checked="" type="checkbox"/> No report due this quarter.
The CDSS will monitor the progress of implementation of differential response in the counties.	06/05	CDSS will track completion of implementation plans and quarterly data from the C-CFSR on hotline calls, responses, intake and services as measured from point of county implementation to ensure progress. (09/04, 12/04, 03/05 and 06/05). <input checked="" type="checkbox"/> No report due this quarter.
Program Contacts - Action steps 1, 2 & 3: Nina Grayson; Action steps 4 & 5: Eileen Carroll		

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Improvement Goal: The percentage of maltreatment of children in foster care will decrease from 0.67 percent in 2000 to 0.53 percent no later than March 31, 2005. ¹	March 31, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported every six months from AFCARS/NCANDS. C-CFSR quarterly reports will report quantitative progress on improvement by county and the completion of the action steps. By June 30, 2004, we will improve by 0.07 percentage points.	AFCARS/NCANDS Semi-Annual Measures: – December 2003: 0.81 % June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: – No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the State's rate of safety for children improves from 0.67 percent, using the alternate data source for the year 2000, to 0.53 percent by March 31, 2005. All action steps will be completed.	Date Improvement Goal Achieved: Date all action steps completed:	

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will work with high priority counties (see glossary) to identify problem areas (see C-CFSR matrix) and will provide technical assistance (see glossary) to those counties to implement strategies to reduce the incidence of child abuse and neglect in foster care. Specifically, Los Angeles County is in the process of assessing and re-engineering all placement policies and practices with a focus on reducing incidents of maltreatment in out-of-home care.		
The CDSS will analyze data and stratify it by age and placement type to identify where abuse in foster care is occurring (e.g. group homes, trial home visits).	09/03	CDSS will analyze C-CFSR data stratified by age and placement type to identify where abuse in out-of-home care occurs (e.g. group homes, trial home visits) (09/03). <input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning

¹ The baseline data in the safety profile was set at 1.06 percent; however a recalculation using the same methodology resulted in a revised measure of .67 percent.

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		in the first quarter of 2004, there are no C-CFSR quarterly reports yet. See tasks below.
<p>The CDSS will work with three counties per quarter, and make recommendations based on the findings to reduce the incidence of child abuse and neglect in foster care. Progress toward completion of the benchmark will be documented in the quarterly reports.</p>	<p>06/05 Co. / Dates</p> <p>1-3: 09/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05</p>	<p>Using safety outcome C-CFSR data (Matrix 1C, 1D & 2A) CDSS will develop a list of all high priority counties (07/03).</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet. See tasks below.</p> <p>1. From the high priority list, CDSS will select three counties to provide technical assistance (07/03).</p> <p><input checked="" type="checkbox"/> See tasks in Safety item 2A, action steps 4 & 5 for counties that have received technical assistance. As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet.</p> <p>2. Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties current procedures, policies, systems and practices (07/03).</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet. All counties are beginning work on their self assessments, which are due June 2004. Their SIPs are due September 2004, and will outline their program goals.</p> <p>3. In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (08/03).</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning</p>

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		<p>in the first quarter 2004, there are no C-CFSR quarterly reports yet. All counties are beginning work on their self assessments, which are due June 2004. Their SIPs are due September 2004, and will outline their program goals.</p> <p>CDSS staff will provide written and onsite technical assistance, based on specific county's assessed needs and gaps (including training for hotline supervisors as needed), to each county during implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (9/03)</p> <p><input checked="" type="checkbox"/> See Safety item 2A, action steps #4 & 5 for counties that have already received technical assistance. They will continue to receive technical assistance over the upcoming months. All counties are beginning work on their self assessments, which are due June 2004. Their SIPs are due September 2004, and will outline their program goals.</p> <p>CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for the eleven Cohort 1 and thirty two Cohort 2 counties. Technical assistance will continue to be provided over the upcoming months. This is significantly more counties that TA is being provided to than the amount that we originally committed to per year (three counties x four quarters =twelve versus 43 counties receiving TA).</p>
CDSS will monitor the implementation of improvement strategies.	06/05	<ol style="list-style-type: none"> 1. CDSS will track and document completion of all steps in the action plan (09/03). <input checked="" type="checkbox"/> See above tasks. 2. CDSS will track county safety outcome improvement data from the C-CFSR (Matrix 1C, 1D & 2A) and report quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05).

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		<p><input checked="" type="checkbox"/> See above tasks. Based on C-CFSR quarterly reports, CDSS will provide ongoing technical assistance to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided beginning (12/03).</p> <p><input checked="" type="checkbox"/> See above tasks. Every quarter, three new high priority counties will be selected for technical assistance through the end of the PIP. A new technical assistance cycle will be completed each quarter 12/03, 03/04, 06/04, 09/04, 12/04, 03/05 and 06/05.</p> <p><input checked="" type="checkbox"/> CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for Safety item 2A, action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties. Technical assistance will continue to be provided over the upcoming months. This is significantly more counties that TA is being provided to than the amount that we originally committed to per year (three counties x four quarters =twelve counties versus 43 counties receiving TA).</p>
Los Angeles County Department of Children and Family Services (LA-DCFS) will implement the changes in placement policies, procedures and practices.	03/04	<p>Los Angeles Strategy</p> <p>1. LA-DCFS will complete review and develop a matrix of all of the placement decision points (08/03)</p> <p><input checked="" type="checkbox"/> Review completed. A review and analysis of placement decision points has been conducted. A matrix was not developed, as it was concluded it would not be useful. However, a case flowchart was developed that is community-based and family centered (see enclosed copy). Los Angeles DCFS is in the process of</p>

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		<p>developing a protocol for placement decisions that will focus on (1) a diligent search for appropriate relatives; (2) the child's need will be paramount in deciding the selection of placement (absent availability of appropriate relatives); and (3) appropriately matched resources will be provided for each placement request from social workers. Several changes in Los Angeles County's placement process are now being implemented to more appropriately meet children's placement needs.</p> <p>2. Based on review, LA-DCFS will design and identify a placement procedure process that matches the child's needs (10/03).</p> <ul style="list-style-type: none"> ☑ Status – Aside from the information contained in the last quarterly report on the changes being implemented in Los Angeles County, placement procedures have been developed to better meet the needs of the child. ☑ The placement procedures encompass three distinct areas: recruitment of appropriate resource families; training and support of those families; and matching the needs of the child with the strengths of the resource family. ☑ Recruitment: DCFS has been working with the National Foster Parent Association (NFPA) for the past nine months on a comprehensive recruitment plan and has held several meetings. In addition, DCFS is working with Viacom/CBS to develop a "marketing strategy" that will support the department's internal recruitment efforts. The NFPA and DCFS are working to develop a five-year recruitment plan, within which one-year plans will be created. The focus of the NFPA and the DCFS is to recruit families who are well

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		<p>educated regarding the commitment necessary to become a resource family; to identify and enhance the support needed by resource families to provide high quality care to children; and finally, to recruit families who are willing and able to provide permanent homes for children. The NFPA and DCFS jointly completed a needs assessment which will be incorporated into the plan. The Viacom project has been initiated and a meeting is currently scheduled to review and analyze the effectiveness of the program to date.</p> <p><input checked="" type="checkbox"/> Training and support for resource families: DCFS has staff that is serving on the statewide workgroup to address improved training and support for resource families. The improved training supports the goal of reducing the incidence of child abuse and neglect in care. In addition, on January 13, 2004, the Los Angeles County Board of Supervisors approved the contract between DCFS and the vendor responsible for providing both orientation and MAPP training to foster parents and adoptive parents. Beginning in February, 2004, the orientations for prospective caregivers will be open to both prospective foster parents and prospective adoptive parents. In March, 2004, MAPP training classes will be open to include both prospective foster parents and prospective adoptive parents. This change is being made in order to develop the foundation necessary for the consolidated home study project. The consolidated home study seeks to streamline the home study process, thus speeding up the timeline for permanency, and also to improve our assessment of resource families prior to placement. This project has</p>

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		<p>received preliminary approval by the Director of DCFS. Once the infrastructure for the consolidated home study is developed, implementation will begin on a department-wide basis.</p> <p><input checked="" type="checkbox"/> Matching: DCFS initiated the Foster Care Search Engine (FCSE), which is a web-based computer program designed to improve the matching process to ensure that children are placed in homes that can best meet their needs in January. The data regarding placements is drawn from CWS/CMS, and is refreshed daily. Currently only state licensed foster parents are part of the search engine; however, in April, the engine will also contain foster family agency vacancies. The FCSE was “piloted” using a combined group of about 50 Children’s Social Workers (CSWs) and Eligibility Workers (EWs). This group was comprised of staff from each regional office. Once the pilot group was trained in the use of the FCSE, they became available to provide training and technical assistance to the CSWs and EWs in their local offices. The Foster Care Search Engine was posted on the DCFS’s intranet the week of January 12, 2004. With the implementation of the search engine, staff will be able to have access to more current and comprehensive information regarding available resource families.</p> <p>3. LA-DCFS will implement quality assurance procedures to monitor compliance with the new placement decision-making process (10/03)</p> <p><input checked="" type="checkbox"/> Los Angeles County DCFS is also reorganizing and redefining the Quality Assurance Division. Two</p>

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		<p>preliminary planning meetings have been held, and it was determined at those meetings that two of the main functions of the new Quality Assurance Division will be contract monitoring and placement control. By implementing a contract monitoring function, DCFS will be better able to ensure that children placed in facilities that they have contracted with are receiving appropriate care.</p> <p>4. LA-DCFS will develop a training curriculum and train workers on the new placement process (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Training on the placement control model is being developed and will be initiated once the program is developed and staffed. For the consolidated home study, training will be developed once the process receives final approval. Staff will be trained once the assessment tools and necessary infrastructure are in place. <p>5. LA-DCFS will implement the new process beginning 12/03. (03/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Several changes in Los Angeles County's placement process are now/have been implemented to more appropriately meet children's placement needs. Some of these were reported in the prior quarterly report as well as in the tasks above. In addition, DCFS continues to work on developing a centralized/decentralized process to ensure children who require out-of-home care are appropriately placed. Children who are being considered or determined to require placement in a group home will be screened, assessed and approved for group home placement via a centralized process prior to being placed. Implementation of the process is

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		targeted for May 1, 2004.
CDSS will provide technical assistance to Los Angeles County	03-04	<p>CDSS staff will review and provide technical assistance to Los Angeles County on implementation plans, action steps and training improvements beginning 08/03. (03/04)</p> <p><input checked="" type="checkbox"/> Throughout September 2003, the CDSS Office of Redesign provided technical assistance to Los Angeles County on plans for implementing comprehensive safety assessment, differential response and other practice improvements. On September 16, 18, 22, 23, 26, 29 & 30, site visits were made to assist the County in building community capacity. Official planning for the County as a Cohort 1 county began the week of 9/28/03. Additional meetings were held 10/17, 11/4, 11/5, 11/18, 12/1 and 12/12/03.</p>
Action Step # 2: The CDSS will work with counties to determine where additional support services may be needed for caregivers and identify resources that can provide support services for caregivers in counties (see C-CFSR matrix).		
Counties will identify support services needed and resources to meet the needs. Plans will be developed to provide services, and implemented.	06/04	<p>Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will approve county System Improvement Plans (SIPs)	09/04	<ol style="list-style-type: none"> 1. Based on self-assessments, counties will develop SIPs including a strategy to recruit foster parents for special needs children (09/04). <input checked="" type="checkbox"/> No report due this quarter. 2. CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR (Matrix Census data, 4A, B, C & E), survey and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of county SIPs beginning 09/03. (09/04)

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		<input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet. Technical assistance is being provided to counties and will continue. 3. The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State. (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will provide technical assistance	09/04	CDSS staff will provide written and onsite technical assistance, including resource based on specific counties' assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented. (09/04) <input checked="" type="checkbox"/> No report due this quarter. 1. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor implementation of county SIPs	06/05	CDSS will document completion of all action steps and track the plans using C-CFSR (Matrix 4A, B, C, &E) and survey data to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.
Action Step #3: Based on what is learned in Action Steps # 1 and 2, the CDSS will identify and provide technical assistance (see glossary) to improve risk assessment practice in out-of-home care. In addition, the CDSS will provide training for hotline workers and supervisors on how to handle allegations of maltreatment of children in out-of-home care using practices from high performing (see glossary) counties as models. The CDSS will ensure that Los Angeles County hotline staff receive targeted training early in the PIP in accordance with our overall Los Angeles County strategy.		
CDSS will identify promising practices	09/03	1. Using C-CFSR (Matrix 1C, 1D &2A) data, CDSS will identify and

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in high performing counties (see glossary).		<p>develop a list of high performing counties for the performance indicator in this specific improvement goal. (07/03).</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet.</p> <p>2. Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03). <input checked="" type="checkbox"/> Completed. A report was issued 9/03 to The Office of Redesign, which contains research and analysis of successful assessments and procedures. The research and analysis was completed 6/03, and the report completes California's approach to the safety assessment.</p> <p>3. CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices (08/03). <input checked="" type="checkbox"/> Completed.</p> <p>4. CDSS will release guide to all counties in an All County Information Notice (ACIN) as a resource to all counties (09/03). <input checked="" type="checkbox"/> Completed.</p>
CDSS will give priority to training of hotline staff.	06/05	<p>1. All Los Angeles hotline staff were trained in completing assessments and are using decision tree protocols (completed 02/03). <input checked="" type="checkbox"/> Completed 02/03.</p> <p>CDSS, as indicated by safety outcome performance data from the C-CFSR (1C, 1D & 2A), will coordinate priority training for hotline workers and supervisors on appropriate and timely response to allegations of maltreatment in out-of-home care beginning 9/03. (06/05).</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning</p>

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		in the first quarter of 2004, there are no C-CFSR quarterly reports yet.
CDSS will provide technical assistance and training to three counties per quarter.	06/05 Co. / Dates 1-3: 09/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05	<input checked="" type="checkbox"/> CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for Safety item 2A, action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties. Technical assistance will continue to be provided over the upcoming months. This is significantly more counties that TA is being provided to than the amount that we originally committed to per year (three counties x four quarters =twelve versus 43 counties).
Action Step #4: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A		
Action Step # 5: The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, in Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all		

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<p>referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 1, Items 3 & 4; Permanency Outcome 1, Item 5)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #6: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p>		
<p>Develop new consolidated process and draft legislation.</p>	<p>12/04</p>	<p>CDSS (including Community Care Licensing) will convene a workgroup to discuss issues surrounding the new consolidated process, including a protocol for routinely updating home studies psychosocial assessments at annual reassessment of approvals/licensing requirements, and develop a legislative proposal. (12/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
<p>Submit legislative proposal</p>	<p>03/05</p>	<p>Legislative proposal will be submitted (03/05)</p> <p>No report due this quarter.</p> <p>CDSS will report quarterly on the progress in developing legislative proposal. (12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Implement new legislation statewide through All County Letter (ACL) and regulation processes, as needed	First quarter after passage of legislation. (Exceeds end date of PIP; dates not included)	<p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes.</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>If legislation passes, CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and systems. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (Post PIP)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law.</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CalSWEC and the Regional Training Academies will develop training materials and presentations on the program and practice changes required by the PIP and the CWS Redesign that Regional Training Academies, county training units and the Resource Center for Family Focused Practice will be required to use to orient and train all child welfare and probation supervisors on new initiatives and specified practice changes, i.e., the new consolidated home study process. (Post PIP)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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		<p>CDSS will initiate CWS/CMS change process request and include in first available system update. Interim workaround instructions, if feasible, will be provided to the counties as appropriate. (Post PIP) (Note: implementation will be delayed if federal IT approval is required to CWS/CMS)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will begin regulation change process (Post PIP) (regulation change takes approximately nine months-ACL remains in force during the interim time period)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor the implementation of the consolidated home study process	Post PIP	<p>CDSS will track that staff are trained and action steps are completed. (Post PIP)</p> <p>2. CDSS will track progress quarterly. (Post PIP)</p>
<p>Action Step #7: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 25 & 28; Systemic Factor 7, Item 44)</p>		
Using C-CFSR, identify high performing counties (See Glossary) that have good practices.	12/03	<p>Using the C-CFSR process, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (09/03).</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet.</p> <p>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful practices that reduce multiple placements.</p>

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		<p>(09/03).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices. One strategy that will be incorporated into the guide is the proven practice of, "team review process" to be used before any second placement of a child (this process also engages child and parent and caregiver (12/03).</p> <p><input checked="" type="checkbox"/> The Promising Practices Guide is currently under development and should be completed by February 2004. It will be disseminated by ACIN shortly thereafter.</p>
<p>The CDSS will provide targeted technical assistance to three high priority counties per quarter.</p>	<p>06/05 Co. / Dates</p> <p>1-3: 09/03</p> <p>4-6: 12/03</p> <p>7-9: 03/04</p> <p>10-12: 06/04</p> <p>13-15: 09/04</p> <p>16-18: 12/04</p> <p>19-21: 03/05</p> <p>22-24:</p>	<p>Technical Assistance Cycle</p> <p>Using C-CFSR (Matrix 3C) data, CDSS will identify a list of all high priority counties (09/03)</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet.</p> <p>From the high priority list, CDSS will select three counties that will receive technical assistance (09/03).</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet.</p> <p><input checked="" type="checkbox"/> However, CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for Safety item 2A, action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties.</p> <p>Using both online (CWS/CMS) and onsite reviews, CDSS will analyze the three high priority county's current procedures, policies, systems and practices. (12/03)</p>

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	06/05	<p><input checked="" type="checkbox"/> See above tasks.</p> <p>In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (12/03)</p> <p><input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there are no C-CFSR quarterly reports yet. All counties are beginning work on their self assessments, which are due June 2004. Their SIPs are due September 2004, and will outline their program goals.</p> <p>CDSS staff will provide written and onsite technical assistance in the implementation of promising practices, based on specific, county assessed needs and gaps, to each county implementing their county action plans. Quarterly reports will document that the technical assistance has been provided (12/03)</p> <p><input checked="" type="checkbox"/> CDSS provided technical assistance and program support to counties under this action step as part of the activities reported for Safety item 2A, action steps 4 & 5, for the eleven Cohort 1 and thirty two Cohort 2 counties. Technical assistance will continue to be provided over the upcoming months. This is significantly more counties that TA is being provided to than the amount that we originally committed to per year (three counties x four quarters =twelve versus 43 counties).</p> <p>Every quarter, three new high priority counties will be selected for the technical assistance Cycle. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor and document the	06/05	Based on C-CFSR (Matrix 3C) quarterly reports, CDSS will provide

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implementation of each county's action plan		<p>ongoing technical assistance to each county until performance goals are met. (06/05)</p> <p>☑ See above tasks.</p> <p>Quarterly reports will document that the technical assistance has been provided. (12/03, 3/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p>☑ See above tasks.</p>
CDSS will provide ongoing support to existing Family to Family counties to ensure practice is fully used in all cases, countywide	06/05	<p>CDSS created and operates a California Family to Family website. (05/02)</p> <p>☑ Completed.</p> <p>CDSS contracted with the Resource Center for Family-Focused Practice to provide technical assistance in the form of curricula and provide training to the four Family to Family core strategies: Recruiting, Training, and Supporting Resource Families; Building Community Partnerships; Team Decision Making; and Self-Evaluation. (10/02)</p> <p>☑ Completed. Update: The Resource Center for Family Focused Practice conducted a Family to Family convening for the Regional Training Academies (RTAs), Inter University Consortium and CalSWEC on October 22 and 23, 2003. The convening was held in response to the RTAs' need to become more familiar with the Family to Family model and county implementation needs.</p> <p>☑ On December 9, 2003, the Resource Center for Family Focused Practice facilitated a meeting with the RTAs and consultants from the Annie E. Casey Foundation to continue further development of Family to Family curricula and the identification of county training needs for the implementation of Building Community Partnership, with</p>

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		<p>an emphasis on faith-based organizations. CDSS with support from Annie E. Casey and Stuart Foundations has started and continues to support the implementation of Family to Family in counties that comprise 50 percent of the CWS population, through training and data analysis. (01/03)</p> <ul style="list-style-type: none"> ☑ Update: CDSS, in conjunction with Annie E. Casey and Stuart Foundations provided Family to Family technical assistance on September 29 – October 1, 2003 to all Family to Family counties with a focus on Building Community Partnerships. ☑ CDSS staff presented Family to Family training on October 16, 2003, at the California Alliance Fall 2003 Conference to support the Family to Family goal of partnership and collaboration between county agencies, private placement providers, and group homes within county Family to Family implementation plans. ☑ CDSS, in partnership with Annie E. Casey and Stuart Foundations, provided Family to Family implementation and technical assistance training on December 10 - 11, 2003, to Fresno, Orange, Monterey, Ventura, Los Angeles, Riverside, and San Bernardino counties. ☑ The CDSS Family to Family staff conducts monthly technical assistance and training meetings with the Family to Family County Coordinators. This quarter the meetings were held on November 3, 2003 and December 12, 2003. The meetings are scheduled for the second Friday of every month and alternate between northern and southern counties. ☑ The CDSS Family to Family staff holds quarterly planning meetings with Bill Bettencourt, Annie E. Casey Foundation

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		(AECF) Family to Family Technical Assistant; Jana Rickerson, AECF Technical Assistant; Barbara Needell, AECF Technical Assistant; and Teri Kook, Stuart Foundation Program Officer. The meeting for this past quarter was held on October 28, 2003. Planning meetings with CDSS and the foundations are held to discuss upcoming Family to Family activities such as scheduled county site visits, trainings, conferences and other meetings pertaining to Family to Family.
CDSS will increase the number of counties that use Family to Family to 60 percent of the caseload.	06/05	<p>CDSS with support from Annie E. Casey and Stuart Foundations will begin implementation in new counties that are currently waiting for resources to become available, equal to an additional 10 percent of the caseload for a total of 60 percent beginning 06/03. (06/05)</p> <p><input checked="" type="checkbox"/> Completed 07/03. Update: Since the last quarter, three more counties have become California Family to Family Counties, which is 17 counties implementing Family to Family. The three new counties are Riverside (5.2%), San Diego (6.9%) and Solano (.6%). These counties join Los Angeles (36%), San Francisco (2.6%), Santa Clara (2.6%), Alameda (4.7%), San Mateo (.7%), Contra Costa (2.3%), Stanislaus (.8%), San Luis Obispo (.5%), Santa Barbara (.4%), Monterey (.5%), Ventura (.8%), Fresno (3.5%), Orange (4.1%), and San Bernardino (5.9%). This now equals 79.4% of the caseload.</p> <p>2 The new counties will have plans for implementing all four components of Family to Family (12/03).</p> <p><input checked="" type="checkbox"/> The Annie E. Casey and Stuart Foundation site leaders for California along with CDSS' consultant from UC Berkeley plan to schedule a meeting in February or March 2004 with</p>

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		<p>Region IX staff to provide details regarding Family to Family implementation plans, county staff training, evaluation process and progress reporting requirements.</p> <p>The new counties will have completed training for Family to Family (06/04). <input checked="" type="checkbox"/> No report due this quarter.</p> <p>The new counties will have all four components in test mode (12/04). <input checked="" type="checkbox"/> No report due this quarter.</p> <p>The new counties will have all four components implemented (06/05). <input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide support, training, consultation and technical assistance to implementing counties to ensure the Family to Family based practice is fully used in all cases and is fully implemented countywide in each site 06/03. (06/05)</p> <p><input checked="" type="checkbox"/> See task # 3 of the prior benchmark for a description of the support, training, consultation and technical support provided to counties during the quarter.</p>
<p>We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented countywide in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide</p>	<p>6/30/05</p>	<p>CDSS will provide through our partnership with our foundations and their consultants, data collection and analysis, case review and practice updates (06/05). <input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will document implementation by ensuring the completion of each action step noted above and that county operating procedures conform to the Family to Family core procedures. A copy of each county's procedures will be maintained by CDSS begin 09/03. (06/05)</p> <p><input checked="" type="checkbox"/> See prior tasks, as well as task # 3 of the prior benchmark for a description of the support, training, consultation and technical support provided to counties during the quarter, and for tracking of tasks completed. Also, see the task</p>

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		below for benchmark # 6 for additional description of tracking.
CDSS will monitor the maintenance and implementation of Family to Family	06/05	<p>CDSS will track the county generated data required under Family to Family, completion of action steps, number of staff trained and report quarterly on progress to full implementation. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> ☑ For those counties implementing the Family to Family Initiative, CDSS continues to track county generated data on Child Welfare Services (CWS/CMS) Reports found at http://cssr.berkeley.edu/CWSCMSreports/f2flinks.asp, that provide Family to Family outcomes by county. The Family to Family Outcomes data will be the tool used to track county implementation progress and determine where changes in policy and practice are needed. ☑ Family to Family counties will also report action steps and implementation progress in the County Self Assessment and County System Improvement Plan (SIP). The SIP will include implementation progress in the areas of 1) Building Community Partnerships (increasing the number and rate of children who are placed in their own neighborhoods or communities; increasing the number and rate of children reunified with their birth families; decreasing the number and rate of children re-entering placement); 2) Team Decision Making (reducing the number and rate of children placed away from their birth families; reducing any disparities associated with race/ethnicity, gender, or age in each of the outcomes); and 3) Recruitment, Training, and Supporting Resource Families (reducing the number of children served in

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		<p>institutional and group care and shifting to kinship care, family foster care, and family-centered services; decreasing lengths of stay of children in placement; reducing the number of placement moves children in care experience; increasing the number and rate of brother and sisters placed together.</p> <p>☑ Finally, the Annie E. Casey and Stuart Foundation site leaders for California, along with CDSS' consultant from UC Berkeley, plan to schedule a meeting in February or March 2004 with Region IX staff to provide details regarding Family to Family implementation plans, county staff training, evaluation process and progress reporting requirements.</p>
<p>Action Step #8: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 5, Item 37)</p>		
CDSS will request technical assistance from the NRC	12/03	<p>The CDSS will make a formal request for technical assistance through the National Resource Center on Permanency Planning and/or Special Needs Adoptions (10/03)</p> <p>☑ Completed. A request for technical assistance was submitted.</p> <p>CDSS will consult with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to evaluate the State's program to ensure effective recruitment (12/03)</p> <p>☑ Completed. CDSS had initial consultation meetings on January 12 & 13, 2004, with Dr. Ruth McRoy, Associate Dean for Research, Center for Social Work Research, University of Texas at Austin and consultant with the NRC</p>

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		<p>for Foster Care and Permanency Planning, and with Melody Roe of Adopt US Kids. Dr. McRoy will review California's CWS data and county self-assessment plans to identify practice, policy, and systemic gaps where CDSS can address the issue of disproportionality of African American and Indian children in foster care, as well as in the foster/adoptive recruitment of families that meet the ethnic and racial makeup of children in care. Ms. Roe will review our data regarding recruitment and county specific data on children in permanent placement. She will provide recommendations on the most effective methods to target recruitment efforts in California with NRC support.</p>
CDSS will provide technical assistance to counties	06/05	<p>CDSS will coordinate with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to provide technical assistance directly to counties beginning 01/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will issue an ACIN and provide training to counties	01-04	<p>CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04)</p> <p><input checked="" type="checkbox"/> Completed. Although there is no report due this quarter, CDSS developed and released All County Information Notice number 1-02-04, dated December 30, 2003. It is entitled "Foster Care Recruitment: Promising Practice to clarify recruitment efforts and strategies." ACL 1-02-04 is now available on the CDSS website.</p>
CDSS will monitor county recruitment plans	06/05	<p>CDSS will track progress quarterly through C-CFSR SIP Recruitment Plan information and through data collected from action step # 4 of Item 44. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Program Contacts - Action steps 1,2,6,7,& 8: Pat Aguiar		Action steps 4: Eileen Carroll; Action Steps 3 & 5: Nina Grayson

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Safety Outcome 2, Items 3 & 4

<p>Improvement Goal: We will decrease our rate of recurrence of abuse or neglect in cases where children are not removed from the home from our baseline of 23.0 percent in calendar year 2002 by two percentage points by March 31, 2005</p>	<p>March 31, 2005:</p>	
<p>Frequency of Measurement: Progress will be reported using C-CFSR quarterly reports that provide county-level quantitative information on the recurrence of maltreatment. In addition, we will report in our quarterly reports on completion of each action step. By June 30, 2004, we will improve by one percentage point.</p>	<p>AFCARS/NCANDS Semi-Annual Measures -</p> <p>December 2003: 11.2% June 2004: December 2004: June 2005: (This last one may not be necessary, since goal should be met by 3/2005.)</p>	<p>C-CFSR Quarterly Data - No report due this quarter.</p> <p>June 2004: September 2004: Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: The goal will be achieved when there is a two percentage point reduction in the recurrence of abuse or neglect in cases where children are not removed from the home, and action steps are completed.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>	

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Safety Outcome 2, Items 3 & 4 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Action Step 1: The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, Los Angeles County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles County and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Permanency Outcome 1, Item 5)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>
		<p>Action Step # 2: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>
		<p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>
		<p>Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign Process. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being 1, Items 17; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>
<p>Program Contacts: Action Steps 1 & 3: Nina Grayson; Action Steps 2 & 4: Eileen Carroll</p>		

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Permanency Outcome 1, Item 5

Improvement Goal: The rate of children re-entering foster care will decrease from 10.7 percent in fiscal year 2000 to 9.4 percent June 30, 2005	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward achieving the national data standard will be reported from AFCARS every six months. In addition, C-CFSR quarterly reports will measure quantifiable improvement. We will report quarterly completion of action steps. By June 30, 2004, we will see a 0.65 percentage point improvement	AFCARS/NCANDS Semi-Annual Measures: December 2003: 11.0% June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the rate of children re-entering foster care is 9.4 percent and all action steps have been completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, Los Angeles County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles County and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4) Status reported in Safety Outcome 1, Item 2A		
Action Step #2: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout		

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #4: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 8)</p>		
<p>Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written.</p>	<p>04/03</p>	<p>CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03)</p> <p><input checked="" type="checkbox"/> Completed.</p>
<p>Analyze fiscal impact if legislation were enacted</p>	<p>05/03</p>	<p>CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03)</p> <p><input checked="" type="checkbox"/> Completed.</p>
<p>Submit legislative proposal</p>	<p>05/03</p>	<p>Introduced language into Trailer Bill as part of the May Revise (05/03)</p> <p><input checked="" type="checkbox"/> Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal.</p>
<p>If legislation passes, implement through ACL and regulation processes as needed.</p>	<p>09/03 (assumes legislation passes on 07/01/03)</p>	<p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, fiscal, claiming, regulation, training and CWS/CMS changes do not have to be considered at this time.</p>

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>CDSS will draft, with County input, an implementing ACL, incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter (08/03). (Note-Implementation will be delayed if CWS/CMS changes required Federal IT approval.)</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be drafted. CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be issued. CDSS will coordinate with the Judicial Council to provide all Judges with notice and instructions on change in law (09/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, instructions cannot be issued. CDSS will incorporate this change into statewide training curriculum (09/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, training cannot be modified.</p>
		<p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03). (Note- if Federal IT approval is required, implementation will be delayed).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, no changes can be made.</p> <p>1. CDSS will begin regulation change process (09/03) (Regulation changes take approximately nine months-ACL remains in force during the interim time period).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, no regulation changes have begun.</p>
CDSS will amend the contract with Judicial Review and Technical Assistance	12/03	CDSS will amend JRTA contract to include ongoing technical assistance for Judges on use of Trial Home Visits, TPR and Permanency Options.

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
(JRTA) contract.		(12/03) <input checked="" type="checkbox"/> As legislation has not yet passed, it is not necessary to amend the JRTA contract at this time.
CDSS will monitor implementation	06/05	CDSS will track and document the completion of all action steps, training of staff and training and technical assistance to judges through the JRTA contract on a quarterly basis (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> As the legislation has not yet passed, it is not yet necessary to track the completion of action steps, training or technical assistance.
<p>Action Step #5: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome1, Item 2A</p>		
<p>Action Step # 6: As part of the Redesign, CDSS will create opportunities to reduce high caseloads and workloads in order to improve caseworker practice and create a beneficial service environment for children and families</p>		
CDSS in, collaboration with the counties, will conduct an updated assessment of county workloads	06/04	<p>1. CDSS, in collaboration with the counties, will assess the workload impact of recent and proposed changes resulting from this PIP, the Redesign, and the C-CFSR. (12/03)</p> <p>To support counties as they bring about change, the draft California CWS Implementation Guide is being developed to address all components of the Redesign. Specifically Module Four of the Guide addresses the following components:</p> <ul style="list-style-type: none"> • Shift the organizational culture, • Expand workforce capacity,

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		<ul style="list-style-type: none"> • Partner with family placement resources • Support manageable workloads • Build workforce skills through integrated learning systems. <p>The Guide describes each component, suggests actions for county teams in the form of principles and guidance for counties to consider, and identifies resources. For instance, the Guide suggests actions for county teams and their state partners to support manageable workloads by elaborating on the following:</p> <ul style="list-style-type: none"> • Leverage flexible funding strategies to provide workload relief • Allow flexibility in assignment of case related activities • Leverage partnerships to re-align current workload via new CWS intake system • Re-structure staff time to align with goals of Redesign, and • Utilize State support for reasonable caseload. <p>Each county in Cohort 1 is required in their County Plan (due to the State on January 9, 2004) to identify a Workforce Preparation and Support Team by no later than June 30, 2004 to assess and address workforce and the impact of the Redesign on workload.</p> <p>Cohort 1 counties have been meeting with the State approximately twice a month since November, 2003 to discuss a variety of issues that affect their implementation of Redesign. Discussion of the workforce and associated issues, such as organizational culture change, is scheduled for February 20, 2004.</p> <p>2. Based on the findings, CDSS will work with the counties, the Legislature, and other stakeholders to address workload issues. (06/04)</p>

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CDSS will institute state and county level fiscal reforms to encourage reduced caseloads and workloads	06/04	<input checked="" type="checkbox"/> No report due this quarter. CDSS will meet with relevant stakeholders to discuss changes to the CWS funding allocation. Various options will be explored including an allocation formula that includes components tied to county plans developed in conjunction with local partnerships. (06/04) <input checked="" type="checkbox"/> No report due this quarter. CDSS, in conjunction with relevant stakeholders, will explore options to increase funding flexibility. (06/04) <input checked="" type="checkbox"/> No report due this quarter. CDSS will apply the flexible funding strategies. (06/04) <input checked="" type="checkbox"/> No report due this quarter.
Program Contacts: Action Steps #1, 3 & 5: Nina Grayson; Action Steps # 2 & 6: Eileen Carroll; Action Step #4: Pat Aguiar		

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Permanency Outcome 1, Item 6

Improvement Goal: The percentage of children who have two or fewer foster care placements in the first year of their latest removal will increase by 3.8 percentage points based on calendar year 2000 AFCARS data to 81.6 percent by June 30, 2005.	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported from AFCARS every six months. Quarterly reports will report on quantitative progress and on the completion of action steps. By June 30, 2004, we will improve by 1.9 percentage points.	AFCARS/NCANDS Semi-Annual Measures: December 2003: 80.3% June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the rate of children having two or fewer placement settings is at 81.6 percent for stability in foster care by June 30, 2005, and all action steps have been completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44)		

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Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
Status reported in Safety Outcome 1, Item 2B		
Action Step #2: Concurrent planning is required by State law. The CDSS will issue an All County Information Notice (ACIN) to clarify and resolve outstanding concurrent planning implementation issues, such as the importance of integrating adoption practices earlier in the case plan and appropriate training of foster parents to support reunification and permanency for children. This will improve the effectiveness of this statutory requirement.		
CDSS will identify barriers to full implementation of concurrent planning in the counties.	03/04	<p>CDSS will survey all counties to assess the degree of full integration of concurrent planning into their county system and identify known barriers (03/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>1. CDSS will identify and document practices in counties that have successfully implemented concurrent planning. (03/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
Issue ACIN to clarify and work with counties to resolve outstanding concurrent planning implementation issues	09/04	<p>CDSS will release an ACIN which will include model procedures, systems and practices and an updated county procedure training guide that builds on initial statewide training delivered when law was first implemented. (06/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>CDSS will request to work with the NRC on Permanency Planning and Information Technology to develop an online concurrent planning resource web site that will contain on line training tutorials, successful operational strategies, and examine the potential for a “chat room” where county staff can discuss issues/experiences. (06/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>Each county, based on barriers identified in their self-assessment, will include as part of the County SIP, a written action plan for</p>

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		<p>improving the success of concurrent planning. Each plan will include the identification of action steps, resources and establishing priority for a county for training by the Regional Training Academies if staff skills are at issue. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p>
CDSS will provide technical assistance and training	06/05	<p>CDSS staff will provide written and onsite technical assistance on recruitment strategies, organizational analysis to counties to improve their use of concurrent planning and to assist them in implementing their SIP action plans, beginning 09/04 (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor and document the implementation	06/05	<p>CDSS will track county progress, report on the number of county staff trained and completion of county SIP concurrent planning action plan steps beginning 06/04. (06/05)</p> <p>No report due this quarter.</p> <p>1. Quarterly reports will document that technical assistance has been provided (06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Los Angeles County will fully implement concurrent planning	06/05	<p>Los Angeles Strategies:</p> <p>Los Angeles County is currently contracting directly for technical assistance from the consultants with the Permanency Planning Institute of the National Resource Center (01/03)</p> <p><input checked="" type="checkbox"/> Completed. The County is working with CDSS and the NRC for Permanency Planning. A consultant from the NRC, Rose Wentz, participated in a mandatory DCFS department managers' meeting on December 12, 2003, to develop goals, objectives and an action plan for improving concurrent planning in Los Angeles County.</p> <p><input checked="" type="checkbox"/> Also, as part of fully implementing concurrent planning, DCFS' Chief Deputy and the Deputy Director for</p>

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		<p>Adoptions met with Sarah Webster and John Levesque of the National Resource Center (NRC) on Special Needs Adoption on 9/24/03. The NRC consultants also met with a number of DCFS staff to gather foundational and baseline information. Their assistance will include an analysis of the current and proposed status on implementing concurrent planning.</p>
CDSS monitor Los Angeles concurrent planning action plan	06/05	<p>Los Angeles will fully incorporate concurrent planning into their operating procedures and county training of staff. (12/03).</p> <ul style="list-style-type: none"> ☑ The department-wide implementation of the “Torrance Model”, a collaborative, cooperative teaming of staff and resources pre-TPR, is intended to reduce timelines, reduce legal issues, improve relationships between staff and lay the foundation for successful Concurrent Planning. ☑ The Torrance project has been implemented in all but three regional offices, ahead of the planned implementation date of January 5, 2004. One office will be implemented by mid-January, while the remaining two offices will be implemented after the creation of a dedicated unit to support them. The initial evaluation is projected to be completed by the end of July 2004. ☑ Further, DCFS held a Concurrent Planning Leadership Organization Group (LOG) meeting on December 12, 2003. All DCFS managers were expected to attend this LOG, which focused on policy, practice, statute and standards for improving timelines to permanence through the full implementation of concurrent planning tasks and activities. Local office (SPA) management

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		<p>teams left with a plan, and are tasked with continued planning to fully implement concurrent planning in their offices. Implementation plans from the SPAs are expected to be completed by January 30, 2004. Concurrently, a curriculum for line staff is being prepared for rollout countywide in March 2004.</p> <p><input checked="" type="checkbox"/> The concurrent planning training curriculum is being developed by the DCFS training Section in partnership with the Inter University Consortium, and is nearing completion. Although the plans for the concurrent planning training have not yet been finalized, it is designed to be sequentially rolled out to each SPA. Beginning with SPA 7, it is scheduled to train staff in SPA 8,6,4,2,5,3 and 1, and is projected be completed by December 2004.</p> <p>1. CDSS will consult with the NRC working with LA to determine any barriers that the State can resolve to support LA efforts. If determined feasible, CDSS will request assistance from the IT NRC to pilot the proposed concurrent planning website in LA to provide additional support to the county effort beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
<p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b, Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #4: As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for older and special needs children. Each county will develop a recruitment strategy as</p>		

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part of their plan. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)		
Counties will analyze their placement resource needs	06/04	Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04) <input checked="" type="checkbox"/> No report due this quarter.
Each county will develop a plan to address those needs	09/04	1. Based on self assessments, counties will develop SIPs, including a strategy to recruit foster parents for special needs children (09/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i> CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of County SIPs beginning 09/03. (09/04) <input checked="" type="checkbox"/> As the C-CFSR process is being implemented beginning in the first quarter of 2004, there is nothing to report on this item yet. All counties are beginning work on their self assessments, which are due June 2004. Their SIPs are due September 2004, and will outline their program goals. CDSS will provide technical assistance to assist in the development of county SIPs. <input checked="" type="checkbox"/> The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State no later than (09/04). <input checked="" type="checkbox"/> No report due this quarter. CDSS will identify statewide systemic barriers to unmet placement needs from the SIPs and work with counties to resolve beginning 09/04. (06/05) <input checked="" type="checkbox"/> No report due this quarter

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CDSS will provide technical assistance	06/05	<p>CDSS staff will provide written and onsite technical assistance, including resource based on specific county's assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented begin 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor the progress of counties implementation	06/05	<ol style="list-style-type: none"> 1. CDSS will track the implementation of each county's SIP recruitment plan developed as part of the C-CFSR process by documenting the completion of all action steps and tracking the data in Step #4 Item 44 to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter. 2. CDSS will provide ongoing technical assistance (based on county needs) until all action steps are completed. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Program Contacts - Action steps 1-4: Pat Aguiar		

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Permanency Outcome 1, Item 7

Improvement Goal: We will increase our rate of timely establishment of appropriate permanency goals from our baseline of 79.7 percent in calendar 2002 by three percentage points by June 30, 2005	June 30, 2005:	
Frequency of Measurement: Progress will be measured and reported using the quarterly C-CFSR reports. By June 30, 2004, we will improve by 1.5 percentage points. In addition, we will report annually the proportion of children in care for 17+months by permanency goal including adoption, guardianships, long term foster care, and reunification.	AFCARS/NCANDS Semi-Annual Measures: Not applicable for this item December 2003: not applicable June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the percentage of children in which a timely establishment of permanency has improved by three percentage points from the baseline calendar year 2002 data.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 8 ,9,& 10; Systemic Factor 2, Item 28)		
CDSS will use C-CFSR data to identify high performing counties	09/04	Using C-CFSR, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal

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		<p>(06/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful practices that reduce multiple placements (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices (07/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
<p>Technical assistance will be provided to three high priority counties each quarter.</p>	<p>09/04 Co. / Date</p> <p>1-3: 09/04 4-6: 12/04 7-9: 03/05 10-12: 06/05</p>	<p>Using Safety outcome C-CFSR (Matrix #3A & 3C) data, CDSS will identify a list of all high priority counties (6/04)</p> <p>No report due this quarter.</p> <p>1. From the high priority list, CDSS will select three counties to provide TA (06/04).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>2. Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties' current procedures, policies, systems and practices (06/04).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>3. In partnership with each county, CDSS will compare the findings in the three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (07/04).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>4. CDSS staff will provide written and onsite TA, based on specific county's assessed needs and gaps, to the three counties during the implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (09/04).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter</i></p> <p>Each quarter, three new high priority counties will be selected for each</p>

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		technical assistance cycle (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter
CDSS will monitor and document the implementation	06/05	<ol style="list-style-type: none"> 1. CDSS will track county outcome improvement data from the C-CFSR and implementation of their action plans and report quarterly beginning 12/04. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. Based on C-CFSR quarterly reports CDSS will provide ongoing TA to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided (12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS, as part of a comprehensive, separate strategy, will provide technical assistance to Los Angeles	04/04	<p>Using both online (CWS/CMS) and onsite reviews, CDSS will analyze Los Angeles County's current procedures, policies, systems and practices regarding concurrent planning (09/03).</p> <p><input checked="" type="checkbox"/> Update: CDSS will analyze the evaluation of the "Torrance Model" being implemented in Los Angeles County to reduce timelines and successfully fully implement concurrent planning, and track the implementation of the Model. The evaluation is projected to be completed at the end of July 2004.</p> <ol style="list-style-type: none"> 1. Los Angeles County will work with Hunter College consultants on permanency planning to draft an action plan. (08/03) <input checked="" type="checkbox"/> Completed. Request for technical assistance for Los Angeles County to work with the NRC for Foster Care and Permanency Planning was submitted and subsequently approved on December 12, 2003. 2. In partnership with Los Angeles County, CDSS will develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes for improving

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		<p>concurrent planning.(09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS is working with Los Angeles County to review all relevant sources to complete their plan of action. An action plan is being drafted as part of their work with the National Resource Center for Foster Care and Permanency Planning. <input checked="" type="checkbox"/> Further, CDSS will analyze the evaluation of the “Torrance Model” being implemented in Los Angeles County, and track the implementation. <p>Los Angeles County will develop and implement training for FR staff. (10/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The development of training is near completion with implementation to begin shortly. See Permanency 1, item 6, action step # 2, benchmark # 6 for a full description of training. <p>3. CDSS staff will provide written and onsite technical assistance, based on specific Los Angeles County’s assessed needs and gaps, during the implementation of the county’s action plan. Quarterly reports will document that the technical assistance has been provided (04/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> No report due this quarter
Los Angeles will implement concurrent planning	04/04	<p>Los Angeles County will implement concurrent planning for all cases beginning 09/03. (03/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As part of fully implementing concurrent planning, DCFS’ Chief Deputy and the Deputy Director for Adoptions met with Sarah Webster and John Levesque of the National Resource Center (NRC) on Special Needs Adoption in 9/03. The NRC consultants also met with a number of DCFS staff to gather foundational and baseline information. Their assistance will include an analysis of our current and proposed status on implementing concurrent planning. <input checked="" type="checkbox"/> Initial implementation was scheduled to begin in the arena of

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		<p>Adoption with the department-wide implementation of the “Torrance Model”, a collaborative, cooperative teaming of staff and resources pre-TPR, intended to reduce timelines, reduce legal issues, improve relationships between staff and lay the foundation Los Angeles County is continuing to work on an action plan of the implementation of specific procedures, policies, systems and practices.</p> <p><input checked="" type="checkbox"/> The Torrance project was implemented in all but three regional offices, ahead of the planned implementation date of January 5, 2004. One office will be implemented by mid-January, while the remaining two offices will be implemented after the creation of a dedicated unit to support them. The initial evaluation is projected to be completed by the end of July 2004.</p> <p>1. Los Angeles County will monitor the implementation of concurrent planning through its quality assurance unit (4/04.) <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
CDSS will monitor and document the implementation of concurrent planning in Los Angeles County	06/05	<p>Based on C-CFSR quarterly reports, CDSS, will provide ongoing technical assistance to Los Angeles County until performance goals are met beginning 06/04. (06/05) <input checked="" type="checkbox"/> No report due this quarter.</p> <p>1. CDSS will track county improvement (Matrix 3C) data from the C-CFSR Quarterly reports will document that the technical assistance has been provided (09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.</p>
Action Step # 2: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS’ contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. (Cross reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28		

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<p>The CDSS will seek technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues.</p>	<p>09/03</p>	<p>The CDSS will request technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues (09/03).</p> <ul style="list-style-type: none"> ☑ Completed. On September 26, 2003, CDSS submitted a formal written request to DHHS Region IX for technical assistance by the National Resource Center on Legal and Judicial Issues with the goal to link the Judicial Council of California (JCC) with federal TPR and concurrent planning requirements and national experiences. The JCC Judicial Review and Technical Assistance Project team would then utilize this information as part of its current training curriculum to court and county staff. ☑ On December 5, 2003, JRTA consulted with the National Resource Center on Legal and Judicial Issues to obtain technical assistance on the issues. <p>The National Child Welfare Resource Center on Legal and Judicial issues will provide training to all judges on current law regarding TPR (11/03).</p> <ul style="list-style-type: none"> ☑ CDSS has re-evaluated the training plan and determined that JRTA has the capability and familiarity to effectively provide onsite training statewide at the local levels. CDSS and JRTA have and will continue to consult with the NRC on an as needed basis in order to further enhance the training strategy and curriculum.
<p>The CDSS, in conjunction with CWDA, CPOC and the Judicial Council, will develop strategies (including training) to improve timely TPR and documentation of a compelling reason for not terminating parental rights for children who have been foster care for 15 of the most recent 22</p>	<p>03/04 (subject to approval by the Judicial Council)</p>	<p>Workgroup convenes (01/04).</p> <ul style="list-style-type: none"> ☑ No report due this quarter. <p>Workgroup develops strategies, CDSS, with county input, and conducts CWS/CMS system analysis. (03/04)</p> <ul style="list-style-type: none"> ☑ No report due this quarter.

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months		
The new strategies will be implemented statewide	06/04	CDSS will issue an ACL incorporating any initial instructions for implementing the strategies, including any countywide level staff training instructions, procedures and approved CWS/CMS changes. We will track compelling reasons information when this capacity is available in CWS/CMS. ACL will instruct counties to ensure all staff and supervisors be trained on any changes within 30 days of receipt of letter. (06/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor implementation of strategies.	06/05	CDSS will track quarterly the numbers of children receiving timely TPR and who have compelling reasons documented in order to ensure county implementation of this law and policy change (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #3: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide. (Cross-reference to Permanency Outcome 1, Item 10; Systemic Factor 2, Item 28)		
CDSS will review statutory issues and develop strategy	05/04	CDSS complete policy analysis as part of documentation of changes necessary for PIP (03/04) <input checked="" type="checkbox"/> No report due this quarter. Review implications of change with California Welfare Directors Association, Chief Probation Officers of California and the Judicial Council. <input checked="" type="checkbox"/> No report due this quarter. 1. CDSS complete fiscal analysis (05/04) <input checked="" type="checkbox"/> No report due this quarter.
Submit proposed legislation	06/04	Introduced language (06/04) <input checked="" type="checkbox"/> No report due this quarter.
Implement statewide through ACLs and	01/05	CDSS will identify implementation issues, including fiscal, claiming,

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regulation processes, as needed	(assumes legislation passes on 10/04)	<p>regulation changes, initial and ongoing training needs and CWS/CMS changes (10/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (01/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (01/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (01/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will incorporate this change into statewide training curriculum (01/05) (Cross reference to Systemic Factor 4, Items 32 and 33)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will begin regulation change process. (01/05) (regulation changes take approximately nine months-ACL remains in force during the interim time period).</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate. (01/05) (Note-implementation will be delayed if changes to the CWS/CMS require Federal IT approval)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor the implementation of	06/05	Through CWS/CMS, CDSS will track the counties permanency rates and

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the law change		data on staff training data to ensure county implementation and assess impact of this law and policy change.(3/05, 6/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #4: The CDSS will study and report on the feasibility of including a core element in the PQCR or other options to measure the timely establishment of appropriate permanency goals		
CDSS will study the feasibility of various measurement options	09/04	<p>CDSS will discuss with the counties various methods to measure the timely establishment of appropriate permanency goals, including adding a core element to the PQCR. (12/03)</p> <p><input checked="" type="checkbox"/> Preliminary discussions have been held, but work still needs to be done to complete this task. It is anticipated this task will be completed by March 2004.</p> <p>CDSS will examine the feasibility of including additional variables in CWS/CMS or additional question in our PIP surveys to address timely and appropriate permanency goals. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide a written summary of our analysis and include the results of our study in a quarterly report. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Program Contacts - Action steps 1, 2 & 3: Pat Aguiar; Action step 4: Mary Tran		

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Permanency Outcome 1, Item 8

Improvement Goal: : California's goal will be to improve performance (the percent of children who were reunified in less than 12 months from the latest removal) from 53.2 percent in fiscal year 2000 to 57.2 percent by June 30, 2005, which is a four-percentage point improvement.	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will report on quantifiable improvement. Our quarterly reports also will identify the completion of action steps. By June 30, 2004, we will improve by two percentage points.	AFCARS/NCANDS Semi-Annual Measures: December 2003: 61.0% (FY 2002 AFCARS data)	C-CFSR Quarterly Data: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when California's performance in this area has improved by four percentage points and by the completion of all action steps	Date Improvement Goal Achieved: 12/10/03. Date all Action Steps completed:	

Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference Permanency Outcome 1, Items 7, 9 & 10; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 7		
Action Step #2: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster		

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care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 5) Status reported in Permanency Outcome 1, Item 5		
Action Step #3: The CDSS, as part of its on-going effort to improve county data collection for the CWS/CMS will instruct counties to address the need to ensure that case closure and case plan transfer dates and reasons are completed in CWS/CMS.		
CDSS will issue ACL	09/03	<p>CDSS will issue an ACL to address the barriers and provide instruction on completing case closure, case transfer dates and reasons, program transfer protocols, and rules on transfer of case plan goal (09/03)</p> <ul style="list-style-type: none"> ☑ Analysis and clarification of policies completed 9/03. ☑ All County Letter (ACL) 03-61 was finalized, and was issued 12/2/03. CDSS staff, County staff, University of California, Berkeley (UCB), and Health and Human Services Data Center (HHSDC) staff developed the extensive ACL addressing barriers and providing instructions on entering critical data/information into CWS/CMS. In addition to case closure, case transfer, program transfer, and case plan goal transfer, additional critical data related issues primarily focused on safety were identified and incorporated into the ACL. The ACL includes program expectations for complete, accurate, and timely information/data entry, policy clarifications, and specific data entry procedures. Counties have responded favorably to these instructions. CDSS plans to release future ACLs as needed to address issues as they are identified or that arise as program and CWS/CMS changes occur.
CDSS will provide targeted training and	06/05	1. CDSS will provide TA on CWS/CMS data entry changes to all

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monitor improvement in quality data.		<p>counties by incorporating training into current CWS/CMS training program (09/03).</p> <p><input checked="" type="checkbox"/> CDSS has coordinated with the CWS/CMS Project, which monitors the contract through which training is offered to the counties, on issues discussed in the ACL. Training plans are being designed that insure that the instructions regarding data entry contained in the ACL are incorporated into the training offered through UC Davis. In addition, the Northern and Central Training Academies are developing training courses which address data issues and incorporate the detail of data entry outlined in the ACL. CDSS and HHSDC staff are monitoring the quality of training provided by contractors and ensuring that curriculum adjustments and training presentations are adjusted where necessary.</p> <p>CDSS will document improvement in impacted CWS/CMS data elements and the quality of reports will improve each quarter (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> As the ACL (03-61) addressing barriers and providing instructions on entering critical data was just released in December 2003, the impact on the quality of data will not be seen for a few months. In addition, a semi-annual AFCARS report will not be completed until 3/04 and quarter data is not available to compare results over a period of time for this review. However, CDSS is evaluating reported data elements and methods of monitoring improvement at the State and County levels for future quarters.</p>

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Program Contacts - Action steps 1-3: Pat Aguiar		

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Permanency Outcome 1, Item 9

Improvement Goal: California's goal will be to improve on the length of time to achieve adoption of children to 20.9 percent, which is an increase of 2.9 percentage points from the FFY 2000 benchmark.	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will measure quantitative improvement. In addition, we will report on completion of action steps. By June 30, 2004, we will improve by 1.45 percentage points.	AFCARS/NCANDS Semi-Annual Measures: December 2003: 20.9% (FY 2002 AFCARS data)	C-CFSR Quarterly Data: No report due this quarter March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the length of time to achieve adoption of children has improved to 20.9 percent, which is an increase of 2.9 percentage points, and all action steps have been completed	Date Improvement Goal Achieved: 12/10/03 Date all Action Steps completed:	

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8 & 10; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 7		
Action Step # 2: CDSS will track progress and provide technical assistance (see glossary) to Los Angeles County's implementation of their comprehensive 2003 Adoption Initiative. This Initiative, which incorporates recommendations from the Los Angeles Auditor-		

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Controller report, will significantly increase the number of adoptions and reduce the average length of time for home studies		
Los Angeles County will implement its 2003 Adoption Initiative	04/04	<p>1. LA County Adoption cases will be redistributed to remain with the case carrying worker to free up adoption workers to complete adoptions beginning 08/03. (04/04)</p> <ul style="list-style-type: none"> ☑ In June 2003, Los Angeles County began the first phase of redistributing adoption cases. The first phase consisted of a 120-day Homestudy Project, which enabled the Adoptions Division to complete a significant number of pending adoptive homestudies. The second phase will be full implementation of the "Torrance Project" in all regional offices. Once this process has been implemented and stabilized, further steps will be initiated towards the retention of all child cases with the regional social workers. ☑ The Torrance project was implemented in all but three regional offices, ahead of the planned implementation date of January 5, 2004. One office will be implemented by mid-January, while the remaining two offices will be implemented after the creation of a dedicated unit to support them. The initial evaluation is projected to be completed by the end of July 2004. <p>As part of the Adoption Initiative, Los Angeles County will pilot a consolidated foster family home/adoptive home study process (09/03).</p> <ul style="list-style-type: none"> ☑ A plan has been developed to implement consolidated home studies, has being shared with various stakeholders, and is awaiting final approval from the county executive office. Implementation will occur after negotiation with affected labor unions has been

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		<p>completed.</p> <p>Los Angeles County will complete the 2,100 pending adoption home studies (11/03)</p> <p><input checked="" type="checkbox"/> As of 11/30/03, Los Angeles County has completed 1,673 of the adoption home studies that were pending as of June 16, 2003. It is projected that the remaining 427 home studies will be completed by the end of February 2004.</p> <p>Los Angeles County will accelerate the adoptive home study process. The process will take six months to complete (01/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Los Angeles County will shorten the time from TPR to finalization of adoptions from 21 months to 15 months (04/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Los Angeles County will provide technical assistance to adoption workers to support timely TPR. Technical assistance will be provided by knowledgeable, experienced staff (04/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will provide technical assistance as needed, and report through quarterly reports.	06/05	<p>CDSS will provide TA and support on approaches to working with outside agencies such as courts and private nonprofit entities to assist in resolving conflicts and barriers to implementation of the LA County Adoption Initiative beginning 12/03. (06/05)</p> <p><input checked="" type="checkbox"/> CDSS is tracking the implementation of Los Angeles County's Adoption Initiative. As issues arise where CDSS may be of assistance, Los Angeles County will advise CDSS.</p>
CDSS will monitor progress of LA	06/05	CDSS will report quarterly on LA County implementation of

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adoption's initiative		<p>Adoption Initiative and will report quarterly on improvement in length of time to adoption using C-CFSR (Matrix 3A). (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Los Angeles County Adoption Initiative continues implementation. Several workgroups were initiated as a result of the initiative and most of them have finished their tasks or been broadened to include other ongoing efforts. <input checked="" type="checkbox"/> The Recruitment for Special Needs Children workgroup developed a list of priorities, and these are to be implemented conjointly with those priorities identified by the Consolidated Home Studies Workgroup. This will take place primarily under the responsibility of a new Resource Family Development Division which is expected to begin operations in February 2004. This Division will implement a consolidated home study process for foster parents. A plan for consolidated home studies for relative caregivers is also being developed. <input checked="" type="checkbox"/> The Concurrent Planning/TPR Workgroup suspended work this Fall, and this effort has been taken up by a management/union team which is currently developing recommendations regarding which specialized staff are required to perform different functions relating to child permanency. Recommendations are being reviewed by the Executive Team. Once the decision is made regarding who will complete the TPRs, the group will

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		<p>develop an implementation plan, which they hope to have complete by February 2004.</p> <ul style="list-style-type: none"> ☑ The Data Gathering Processes Workgroup examined the current data systems within the Adoptions Division and developed recommendations to improve them. These recommendations were shared with the Department's Information and Technology Systems (ITS) staff in October 2003. ☑ The Adoptions Division has reintroduced use of its Milestone Tracking report, and Division management has begun a case-by-case review of all children whose progress towards permanency is beyond expected timeframes. The Division has also partnered with Dependency Court to obtain monthly listings of children freed; these reports have identified over 800 children who had been freed but whose cases had not been assigned to the Adoptions Division. Adoptions staff are contacting regional counterparts directly to arrange the immediate transfer of these cases, which resulted in 355 new cases being assigned to the Division in December 2003. ☑ In August 2003, the Streamline the Finalization Process Workgroup developed new procedures and timeframes to streamline the process, which have been implemented.

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		<p><input checked="" type="checkbox"/> The Legal Orphans Work group met beginning in June 2003, to address the issue of legal orphans and to achieve some agreement on this controversial issue among internal and external stakeholders. This group has been incorporated within the scope of the Department's special efforts to identify permanency options for all 14-18 year old youth, which is being conducted in conjunction with the County's Commission on Children and Youth.</p> <p><input checked="" type="checkbox"/> The Enhancing Post Adoption Services (PAS) Workgroup developed a list of recommendations to enhance PAS, and is implementing these recommendations, including enhancing information systems and streamlining procedures for reviewing AAP rate change requests.</p> <p><input checked="" type="checkbox"/> The Adoption Integration Workgroup met to design a new system to integrate adoption services and child welfare casework responsibilities to achieve timely legal permanence for children in out of home care. As a first step, the Torrance Project was implemented in all but three Regional offices ahead of the planned implementation date of January 5, 2004. One remaining office will be implemented by mid-January, while the last two offices cannot implement this model until the Adoptions Division is able to create dedicated unit(s) to support the office after Department wide staff redeployments take place next month.</p>

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		<p><input checked="" type="checkbox"/> The Determine Appropriate AAP Rates Workgroup developed tools for use by staff in determining the appropriate AAP rates for children. The tools have been piloted and are being utilized throughout the Division.</p> <p><input checked="" type="checkbox"/> Finally, the Streamline Home Studies Workgroup examined the current home study processes and developed several methods to streamline them. A revised letter to adoptive applicants is now being used as well as a revised home study checklist.</p>
<p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is enacted statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #4: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #5: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of Adoption Assistance Program (AAP) payments to families when child is adopted regardless of age or special needs(Cross-reference to Systemic Factor 2, Item 28; and Systemic Factor 7, Item 44.)</p>		
Will incorporate into statewide training curricula information on Adoption policy,	09/03	CDSS will work with Regional Training Academies to develop and implement curricula regarding AAP payments policy and adoptions

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practice, purpose and use governing AAP		<p>policy for older and special children for new and existing county CWS and Adoptions staff (09/03)</p> <p><input checked="" type="checkbox"/> Completed. Update: ACIN has been completed and copies given to the RTAs. CDSS has identified an existing curriculum potential training entity and is working to negotiate to deliver this curriculum through our existing public child welfare training structure. Additionally, CDSS has developed (and is currently undergoing final revision) a one page training aid that will be disseminated to counties and the RTAs.</p>
Will issue ACIN clarifying existing state statute and policy	09/03	<p>CDSS will release ACIN to all counties reiterating current state statute and policy regarding AAP payment and adoption of older and special needs children. ACIN will provide instructions on interim training to be provided to staff within 30 days of receipt of ACIN (09/03)</p> <p><input checked="" type="checkbox"/> Completed 9/03.</p>
CDSS will provide technical assistance and monitor improvements	06/05	<p>CDSS will provide written TA to all counties on the policy regarding AAP payment policy and adoptions of older and special needs children beginning 09/03. (06/05)</p> <p><input checked="" type="checkbox"/> CDSS is continuing to provide technical assistance to the counties on AAP related issues via phone and e-mail. Since the issuance of ACIN I-62-03, which addressed the overall intent of AAP, it appears that inquiries from the counties in need of technical assistance have been somewhat reduced.</p> <p>CDSS will track delivery of training in counties during onsite reviews and maintain a copy of each county's procedures on Adoption and AAP to ensure appropriate policies are in place beginning 12/03. (06/05).</p>

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		<input checked="" type="checkbox"/> CDSS will incorporate the tracking of the delivery of training into the county self assessment process. The county self assessments are due June 2004. CDSS will track progress quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> See tasks above.
Action Step #6: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care (Cross-reference to Safety Outcome 1, Item 2b; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2B		
Action Step #7: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies (RTAs) to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 4, Item 32)		
Develop requirements and competencies for supervisors	09/04	CalSWEC will conduct a survey of county child welfare managers and supervisors to determine the competencies necessary for supervisors to support the goals of the PIP (09/04) <input checked="" type="checkbox"/> No report due this quarter.
Develop a common core curriculum for supervisors	03/05	Using the results of the survey, CalSWEC will develop a framework for supervisor competencies and will solicit review and feedback from five regional groups including Los Angeles, to assure their efficacy in strengthening case practice (06/04) <input checked="" type="checkbox"/> No report due this quarter. The supervisor competencies will be revised and finalized (09/04) <input checked="" type="checkbox"/> No report due this quarter. CalSWEC and the RTAs will review and revise existing supervisory curricula in order to develop a common core curriculum that

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		<p>reflects the supervisory competencies and (03/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will instruct counties via ACL that all new child welfare supervisors must be trained to the new common core curriculum, effective 03/05</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Monitor the implementation of supervisor training to the common core curriculum	06/05	<p>CDSS will report quarterly on completion of tasks and number of supervisors trained. (12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Monitor the implementation of the early training effort for supervisors in new initiatives and program and policy changes required by the PIP and the Child Welfare Redesign	06/05	<p>CalSWEC and the RTAs will develop an early training effort for supervisors, including training materials and presentations on new initiatives and program and practice changes required by the PIP and the CWS Redesign, information on the adoptability of older children, the availability of post adoption services and financial assistance. RTAs, county training units, and the U.C. Davis Resource Center for Family Focused Practice will be required to use these presentations and materials to orient and train all child welfare and probation supervisors (12/03)</p> <p><input checked="" type="checkbox"/> The curriculum, which includes 14 learning objectives, has been developed and piloted in the southern part of the state. It is anticipated that by the end of the training the participant will:</p> <p><input checked="" type="checkbox"/> Be able to identify the three goals of the adoptions and safe Families Act (ASFA) of 1997, the seven safety and well being factors and the seven systemic factors in the Child and Family Services Review (CFSR) and the federal review process for evaluating California's achievement in implementing ASFA.</p> <p><input checked="" type="checkbox"/> Be able to identify the CFSR audit and CDSS' response</p>

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		<p>(the Performance Improvement Plan) to bring the state into substantial conformity with the federal guidelines.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Be able to identify the three components of Assembly Bill 636 that counties must address and California's plan for implementation of AB 636. <input checked="" type="checkbox"/> Be able to identify the elements and timelines in the PIP that are to bring counties into substantial conformity. <input checked="" type="checkbox"/> Be able to identify any current local county efforts in which PIP efforts are underway. <input checked="" type="checkbox"/> Be able to identify the significant elements and timelines for implementation of the Redesign of Child Welfare Services in California by the Child Welfare Stakeholders Team of California. <input checked="" type="checkbox"/> Be able to distinguish the timelines for the PIP, C-CFSR and the Redesign. <input checked="" type="checkbox"/> Be able to identify at least five strength based practices in child welfare services. <input checked="" type="checkbox"/> Be able to identify any current local county efforts in which strength based practices are underway. <input checked="" type="checkbox"/> Be able to identify one outcome of the CFSR. <input checked="" type="checkbox"/> Be able to distinguish between objective outcomes and process outcomes. <input checked="" type="checkbox"/> Be able to demonstrate a strength based practice approach. <input checked="" type="checkbox"/> Be able to develop one strategy for organizational change with staff, based on two learning objectives. <input checked="" type="checkbox"/> Be able to identify and demonstrate the role of mentor

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		<p style="text-align: center;">as one supervisory responsibility.</p> <p>CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The following training objectives from the new initiatives training objectives described above are designed for the supervisor as a mentor: <input checked="" type="checkbox"/> Be able to identify at least five strength based practices in child welfare services. <input checked="" type="checkbox"/> Be able to identify any current local county efforts in which strength based practices are underway. <input checked="" type="checkbox"/> Be able to demonstrate a strength based practice approach. <input checked="" type="checkbox"/> Be able to develop one strategy for organizational change with staff, based on two learning objectives. <input checked="" type="checkbox"/> Be able to identify and demonstrate the role of mentor as one supervisory responsibility. <p>CDSS will issue an ACL that requires that all supervisors receive the training in new initiatives and practice changes (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The All County Letter has been drafted and is in the departmental review process. The letter is expected to be released by February 2004. <p>Each county will be required to train at least 25% of its supervisors each quarter to assure completion of this training by 12/04.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> No report due this quarter. <p>CDSS will report quarterly on the achievement of these tasks and the number of supervisors trained in new initiatives and practice changes (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Regional Training Academies have provided

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		<p>training to a total of 187 supervisors in the following counties: Butte, Colusa, Contra Costa, Del Norte, El Dorado, Fresno, Glenn, Humboldt, Kings, Mariposa, Merced, Plumas, Sacramento, Santa Barbara, Shasta, Siskiyou, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, and Yuba. Los Angeles County provided training to a total of 706 participants, including supervisors. In the future, this training will only be provided to supervisors.</p>
Develop and implement a common core curriculum for line staff	01/05	<p>In consultation with the statewide training taskforce, CDSS will update/revise the existing Standardized Core competencies and curriculum to incorporate policy and practice changes and to address areas needing improvement as identified in the PIP in order to develop a common core curriculum for child welfare workers (03/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will disseminate the common core curriculum to all Regional Training Academies and county training units using various means, including ACIN, training for trainers, including specific sessions with training staff in Los Angeles, discussions with CWDA, etc. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>Counties will field test the curriculum and provide feedback for any needed revisions. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Monitor the implementation of line worker training to the common core curriculum	06/05	<p>CDSS will issue instructions via ACL that all new child welfare workers must be trained to the common core curriculum, effective (01/05)</p>

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		<input checked="" type="checkbox"/> No report due this quarter. CDSS will report quarterly on the achievement of these tasks and on the number of new workers trained in the common curriculum. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #8: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32)		
Develop training materials and curriculum	12/03	CalSWEC and the Regional Training Academies will develop training materials for child welfare and probation supervisors including good case planning practice, involvement of all family members in case planning and need for parent visiting. (12/03) <input checked="" type="checkbox"/> The following learning objectives from the New Initiatives Training address the concepts of good case planning: <input checked="" type="checkbox"/> Be able to identify at least five strength-based practices in child welfare services, and <input checked="" type="checkbox"/> Be able to identify any current local county efforts in which strength-based practices are underway.
Deliver training to all new and existing child welfare and probation supervisors	12/04	Training provided to all new supervisors and existing supervisors beginning 12/03. (12/04) <input checked="" type="checkbox"/> See task above.
CDSS will monitor implementation of this training	06/05	CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #9: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural		

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considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)		
Curriculum for the training has been developed and is being tested by Sonoma State University in consultation with tribal representatives, county and State staff and trainers. Revisions will be made as needed.	08/03	Pilot Training session to 30 CDSS staff (05/03) <input checked="" type="checkbox"/> Completed 5/03. Pilot Training session to 1 County hosted by a tribe for 30 people.(06/03) <input checked="" type="checkbox"/> Completed 6/03. Pilot Training sessions at annual ICWA Conference for 20 people (07/03) <input checked="" type="checkbox"/> Completed 7/03. In cooperation with Sonoma State, ICWA subject matter experts, tribes, and key consultants, convene planning meeting to determine adequacy of curricula based on pilot training and to determine training sites. (08/03) <input checked="" type="checkbox"/> Completed 8/03. Update: ICWA regional training sites were selected for the regional training sessions to be held from January to May 2004 are to include: Santa Barbara, Madera, Santa Rosa, Siskiyou and Los Angeles.
The CDSS will complete a series of five regional sessions for counties, regional training academy representatives and tribal social workers regarding the ICWA requirements.	06/04	Regional training centers develop curricula for ICWA training (01/04) <input checked="" type="checkbox"/> No report due this quarter. Deliver five ICWA regional training sessions beginning 01/04. (06/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor completion of regional	06/04	CDSS will track numbers trained at regional training sessions and

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training		review completed training assessments (06/04). <input checked="" type="checkbox"/> No report due this quarter.
Action Step #10: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment (Cross-reference to Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)		
Recommendations for integrating the issues of fairness and equity into decision points within the child welfare service system from intake to disposition will be completed	06/03	The concept of “fairness and equity” is defined and key decision points within the Child Welfare Services program that can reflect a fair and equitable system are identified (e.g., hotline, intake, case opening, placement, permanent plan) along with key services (e.g., family support, treatment, kinship care, permanency planning). <input checked="" type="checkbox"/> Completed 5/02. The fairness and equity matrix will be part of county operational development meetings scheduled for October and November, 2003.
Ongoing technical assistance will be provided to the counties to work on fairness and equity issues such as cultural competence, intake processes and foster parent recruitment	06/05	Through Region IX, we will request technical assistance from the NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child Welfare beginning 09/03. (06/05) <input checked="" type="checkbox"/> Technical assistance has been provided by a number of national experts on fairness and equity issues. <input checked="" type="checkbox"/> As part of the Redesign, technical assistance is being provided to the Cohort 1 and 2 counties. To ensure that counties focus on and integrate resolution of issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system, fairness and equity has a deliberate focus in the Five Year Implementation Benchmarks. The Benchmarks

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		<p>Matrix is enclosed. Goals for Year 1, as they pertain to fairness and equity, are highlighted as follows:</p> <p>In Year 1, counties will:</p> <ul style="list-style-type: none"> ☑ Develop operational plan for integrated continuum of services and supports, which includes family and resident engagement and opportunities to participate in personal, program and community involvement. ☑ Complete asset map of current services and supports to identify “pockets” for better distribution of services. Where gaps exist, develop a community network capacity building plan. ☑ Identify and prioritize involvement of partners who will effectively share responsibility for child welfare outcomes to better assure equitable treatment. ☑ Develop an operational plan for a new intake structure which will utilize a new screening and assessment tools for safety, risk and protective capacity. Use of these tools will contribute to fair and equitable decision-making with a consistent, statewide approach to assessment of safety, risk and protective capacity, resulting in a reduction in disproportionate out-of-home placements. Those families who are referred to the “hotline” but who do not receive any services in the current system would be referred to a community-based services system. ☑ Assess current response to vulnerable families; in identifying target populations (e.g. chronic neglect, homeless, substance abusing or families with young children – vulnerable families experience improved

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		<p>child safety and fewer re-referrals.</p> <p><input checked="" type="checkbox"/> The Fairness and Equity Matrix will be incorporated into protocols for counties to utilize when determining if fair and equitable practice is being applied at each decision point. (Matrix submitted in prior quarter report)</p>
<p>Through the new quality assurance process, data will be provided to counties that will indicate where fairness and equity issues need to be addressed and training will be provided</p>	<p>02/04</p>	<p>County-specific data that provides baseline racial and ethnic data for all children in the Child Welfare Services program, by age and decision point, as reflected on the decision matrix, will be sent to counties and available on the web. (12/03)</p> <p><input checked="" type="checkbox"/> This task in process, and is estimated to be completed by March 2004.</p> <p>With the assistance of the NRC on Permanency Planning, training curricula will be developed and tested. (12/03).</p> <p><input checked="" type="checkbox"/> In progress. Analysis of data from training in child welfare services consistently points to the need for developing effective training strategies to address inequities in the child welfare system based on race, ethnicity or region. It is for this reason that Fairness and Equity issues were considered an overall focus of the CWS Re-Design efforts. The CalSWEC RTA Coordination Project, in collaboration with the Regional Training Academies (RTAs), the Inter-University Consortium (IUC), and the Los Angeles Department of Family and Children's Services (LA DCFS) will focus efforts in both the social work education system and the child welfare in-service training system on effectively addressing these vital issues. The Project will address these issues in two</p>

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		<p>ways:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> One is a Symposia on Fairness and Equity Issues in Child Welfare Training. Building on the success of the 2003 Symposium on Fairness and Equity Issues in Child Welfare Training, held on UC Berkeley's campus, the Project will convene an additional symposia in 2003/04. This is consistent with the recommendation of the 2003 Symposium attendees. These unique two day trainings will bring together experienced trainers, educators, administrators and child welfare staff from around the state to strategize and present ideas to address fairness and equity issues in training. <input checked="" type="checkbox"/> The second are Regional Fairness and Equity Workgroups. CalSWEC will also underwrite and assist regional workgroups that will convene and identify specific projects related to Fairness and Equity. Headed by an RTA (or another identified entity in LA), these regional teams consist of educators, trainers, and county administrators from each region. Each region will submit a proposal to CalSWEC, and the work will be coordinated in order to maintain consistency with CDSS's goals in this area. This will also preserve the flexibility of regions to meet the needs of their particular populations. <p>Strategies for ensuring fairness and equity into key decision points will be implemented by ACL (01/04)</p>

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		<input checked="" type="checkbox"/> No report due this quarter. Fairness and equity training will be incorporated into the core curriculum of the CWS Academies and on the CDSS web site. (02/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor statewide implementation	06/05	CDSS will track implementation by monitoring number of counties trained and reviewing operating procedures. CDSS will maintain copies of procedures for each county beginning 03/04. (06/05) <input checked="" type="checkbox"/> No report due this quarter. CDSS will track data quarterly using the C-CFSR and will target technical assistance to counties where the baseline data show that children coming into and staying in the system are significantly disproportionate to their representation in the general public (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.
Program Contacts - Action steps 1-6: Pat Aguiar; Action steps 7, 8 & 9: Nina Grayson; Action Step #10: Eileen Carroll		

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Permanency Outcome 1, Item 10

Improvement Goal: We will reduce the proportion of children with a goal of long-term foster care at two years after entry from our baseline of 39.9% in calendar year 2002 by three percentage points by June 30, 2005.	June 30, 2005:	
Frequency of Measurement: Progress will be tracked using quarterly reports from CWS/CMS data. By June 30, 2004, we will improve by 1.5 percentage points..	AFCARS/NCANDS Semi-Annual Measures: This item is not applicable as there is no measurement. December 2003: Not applicable June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the proportion of children in care more than two years with a goal of long-term foster care is reduced by three percentage points from the calendar year 2002 baseline data and by the completion of all action steps	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 10 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8 & 9; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 7		

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Permanency Outcome 1, Item 10 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #2: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</p> <p><i>Status reported in Permanency Outcome 1, Item 7</i></p>		
<p>Program Contacts - Action steps 1, & 2: Pat Aguiar</p>		

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Permanency Outcome 2, Item 14

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved by June 30, 2005.	June 30, 2005
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	Survey results data: October 2003 (baseline): See action step # 6 June 2004: June 2005:
Determination of Goal Achievement: The goal will be achieved when there is a three-percentage point improvement from the baseline survey in the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #2: The CDSS will work with Indian tribes to ensure that tribal voice and involvement are integrated into training curricula.		
Convene a workgroup of State, regional	12/04	CDSS will convene the workgroup to identify issues and develop

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training academy and tribal staff to make recommendations on ways that tribal voice and involvement can be integrated into training curricula.		recommendations. (12/04) <input checked="" type="checkbox"/> No report due this quarter.
Implement recommendations	06/05	CDSS will work with the regional training academies to ensure that all recommendations are integrated into training curricula. (06/05) No report due this quarter. <input checked="" type="checkbox"/> Training to new and ongoing social workers and probation officers will be provided using the revised curricula (06/05). <input checked="" type="checkbox"/> No report due this quarter.
Action Step #3: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #4: The CDSS will review policies and procedures with foster family agencies and group home facilities to ensure worker understanding of the need to maintain connections and to remove barriers to compliance so that agency social workers maintain a child's family and community connections. This action step will ensure that these activities do not conflict with certain case planning goals		
The CDSS will conduct a review of existing policies and procedures regarding facility staff training on family involvement and engagement in the case plan process when consistent with the case plan goals	09/04	CDSS will review current foster family agency and group home policies and procedures for any barriers related to training of facility staff regarding family involvement consistent with the case plan. (09/04) <input checked="" type="checkbox"/> No report due this quarter.
The CDSS will release ACL (or comparable communication) to agency and provider community regarding how to	12/04	CDSS will inform counties, foster family agencies, group homes and associations via ACL, or regulation change if necessary, of the need to train facility staff to ensure that important connections with

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remove barriers to assisting children placed in facility settings in maintaining family connections		extended family, friends, community, and racial heritage are maintained consistent with case plan goals. (12/04). <input checked="" type="checkbox"/> No report due this quarter.
The CDSS will provide technical assistance and/or training to counties, caregivers and facility staff regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections	01/05	CDSS will provide written TA to all foster family agencies, group home providers and counties regarding implementation of new policies and procedures (01/05) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor changes in facility policies and provide technical assistance	06/05	CDSS will track changes in policies through the Group Home/ FFA Rate approval process, by reviewing facility policies and procedures .to document implementation of policy and procedure changes by foster family agencies, group home providers beginning 03/05. (06/05) <input checked="" type="checkbox"/> No report due this quarter. CDSS will provide TA to foster family agencies, group homes, or counties when monitoring information suggests need. (3/05, 6/05). <input checked="" type="checkbox"/> No report due this quarter.
Action Step #5: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Field-tested survey is implemented	7/15/2003	1. Develop survey instrument in conjunction with and subject to approval of Region IX. (6/03) <input checked="" type="checkbox"/> Completed. Surveys were developed. Final approval received from Region IX on 7/25/03 2. Finalize agreement with interviewing service (6/03)

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		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Contract with California State University, San Marcos Foundation, Social and Behavioral Research Institute (SBRI) was finalized 7/03, for the period of 7/1/03 to 6/30/05. 3. CDSS will complete draft questionnaire for use in telephone survey (6/03) <input checked="" type="checkbox"/> Completed. Draft questionnaire was completed 7/03. 4. CDSS will provide listing of sample telephone numbers to interview service (7/03) <input checked="" type="checkbox"/> Completed. File was provided to SBRI on 8/03. Interview Service will field test the questionnaire and work with CDSS to revise as needed (7/03) <input checked="" type="checkbox"/> Completed. Field testing was carried out 8/27/03 to 9/5/03. Questionnaire was updated 9/12/03
Action Step # 6: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Baseline results and related documentation are submitted to Region IX	10/15/2003	<ul style="list-style-type: none"> 1. Interview service will start the interviewing (7/15/03) <input checked="" type="checkbox"/> Completed. SBRI began interviews of participants on 9/18/03. 2. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 7/15/03 to 8/15/03 (9/15/03) <input checked="" type="checkbox"/> Completed submittal of data file. SBRI began interviews of participants 9/03, and the target is 3,300 interviews. To date, they have completed almost 2,700 interviews. They have encountered birth parents who are reluctant to participate, however, which has delayed the

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		<p>completion of the process. Further, the wildfires in Southern California in late October also caused delays. They are continuing to contact potential interviewees to reach their goal. Projected date of completion of 3,300 interviews is 3/31/04.</p> <p>3. RADD staff analyze data to produce outcome measures, as defined in PIP (10/01/03)</p> <p><input checked="" type="checkbox"/> As the interviews of participants have not yet been completed, the data cannot yet be analyzed. Program staff will decide on methodology for analyzing data.</p> <p>4. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (10/5/03)</p> <p><input checked="" type="checkbox"/> As the interviews of participants have not yet been completed, the draft baseline report cannot yet be written. Program staff will work with RADD and decide on a methodology for analyzing with the data.</p> <p>5. Draft report is reviewed and revised as needed (10/10/03)</p> <p><input checked="" type="checkbox"/> As the interviews of participants have not yet been completed, the draft baseline report cannot yet be written.</p> <p>Baseline report is submitted to Region IX (10/15/03)</p> <p>As the interviews of participants have not yet been completed, the draft baseline report cannot yet be written.</p>
Action Step #7: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Mid-PIP (Year 1) results and related documentation are submitted to Region IX.	06/30/2004	<p>1. Interview service will start the interviewing (12/30/03)</p> <p><input checked="" type="checkbox"/> See action step #6, above. SBRI began interviews of participants 9/03 to obtain baseline results. As these</p>

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		<p>interviews have not yet been completed, the baseline results have not yet been obtained. As soon as the results are obtained, the next surveys can be launched.</p> <ol style="list-style-type: none"> 2. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/04 to 4/30/04 (5/30/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. RADD staff analyze data to produce outcome measures, as defined in PIP (6/15/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 4. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (6/20/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 5. Draft report is reviewed and revised as needed (6/25/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 6. Baseline report is submitted to Region IX (6/30/04) No report due this quarter.
Action Step #8: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Final (Year 2) results and related documentation are submitted to Region IX	6/30/2005	<ol style="list-style-type: none"> 1. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/05 to 4/30/05 (5/30/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. RADD staff analyze data to produce outcome measures, as defined in PIP (6/15/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (6/20/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 4. Draft report is reviewed and revised as needed (6/25/05)

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		<input checked="" type="checkbox"/> <i>No report due this quarter.</i> Baseline report is submitted to Region IX (6/30/05) No report due this quarter.
Action Step #9: CDSS will study and report on the feasibility of surveying older youth in in- or out-of-home placements		
CDSS will study the feasibility of a survey of older youth	07/03	1. CDSS will discuss with the CYC strategies for conducting this survey. (06/03) <input checked="" type="checkbox"/> See tasks below. CDSS will contact the National Resource Center for Organizational Improvement for advice on interviewing older youth (06/03). <input checked="" type="checkbox"/> See tasks below. CDSS will confer with its legal staff to obtain their analysis of the legal requirements for/or restrictions on interviewing minors (07/03). <input checked="" type="checkbox"/> See below.
CDSS will include in the next quarterly report the results of our exploration into interviewing older youth	09/03	1. CDSS will contact the California Health and Human Services Agency Committee for the Protection of Human Subjects to determine their requirements for interviewing minors (08/03). <input checked="" type="checkbox"/> See tasks below. CDSS will provide written results of the conversations with and analyses from those identified above (09/03). <input checked="" type="checkbox"/> Due to confidentiality concerns and the high costs of conducting a new survey, the only option available would be to use an existing survey and perhaps to be able to modify it for our purposes. However, in reviewing the option of using the California Health Interview Survey (CHIS), which is the existing survey we would be able to use, it does not seem to meet our needs in surveying youth in out-of-home care for PIP purposes. Therefore, we

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		have concluded that conducting a new survey in the foreseeable future is not feasible.
Program Contacts - Action steps 1&4: Pat Aguiar; Action step #2: Marilyn Delgado; Action Step #3: Nina Grayson; Action Steps 5-9: Mary Tran		

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Well-Being Outcome 1, Item 17

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	Survey results data: October 2003 (baseline): See action steps # 6 & 7, Perm. 14 June 2004: June 2005:
Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase above the baseline survey in the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2b		
Action Step # 2: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32)		

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Status reported in Permanency Outcome 1, Item 9		
Develop training materials and curriculum.	12/03	<p>CalSWEC and the Regional Training Academies will develop training materials for child welfare and probation supervisors good case planning practice including involvement of all family members in case planning and need for parent visiting. (12/03)</p> <p><input checked="" type="checkbox"/> Training materials are under development, and projected to be completed by March 2004.</p>
Deliver to all new and existing child welfare and probation supervisors	06/04	<p>Training provided to all new supervisors and existing supervisors beginning 12/03 (06/04)</p> <p><input checked="" type="checkbox"/> Training has not yet been provided to supervisors on this topic. However, CDSS, in conjunction with CalSWEC and the Regional Training Academies, will address good case planning practice including involvement of all family members in case planning and the need for parent visitation in the New Initiatives Training, and ultimately it will be integrated into the supervisors' core curriculum.</p>
CDSS will monitor implementation of this training	06/05	<p>CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Action Step #3: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 18; Systemic Factor 2, Item 25)		
Develop important markers for 60-day timeframe (e.g., by day 30, will have face-to-face meeting with child regarding the case plan)	04/03	<ol style="list-style-type: none"> 1. CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). <input checked="" type="checkbox"/> Completed 4/03. 2. CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03).

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> Completed 5/03.
Submit legislative proposal	05/03	CDSS included language in budget trailer bill (05/03) <input checked="" type="checkbox"/> Completed 5/03. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal.
If legislation passes, implement statewide through ACLs and regulation processes, as needed.	09/03 (assumes 07/1/03 passage)	1. CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> As legislation has not yet passed, the identification of implementation and other issues is not necessary at this time. CDSS will draft and issue an implementing ACL incorporating necessary initial implementation instructions including county level staff training instructions, procedures and system changes. ACL will instruct counties to ensure that all case carrying staff and supervisors be trained on this change within 30 days of receipt of letter. (09/03) <input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be drafted. 2. CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03) (Note-implementation will be delayed if CWS/CMS change requires Federal IT approval). <input checked="" type="checkbox"/> As legislation has not yet passed, CWS/CMS cannot be modified. CDSS will begin regulation change process (09/03). <input checked="" type="checkbox"/> As legislation has not yet passed, regulation changes cannot be

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		initiated.
CDSS will incorporate into training program	12/03	CDSS, in conjunction with Regional Training Academies and CWS/CMS staff, will develop and implement training and curricula for change in case plan timing (12/03) <input checked="" type="checkbox"/> As legislation has not yet passed, training and curricula does not yet need to be developed and implemented.
CDSS will monitor implementation	06/05	CDSS will track the training of county staff and will review county procedures to ensure they re updated. CDSS will maintain a copy of county procedures at the state level. Progress will be reported quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> As legislation has not yet passed, training does not need to be tracked at this time.
Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2A		
Action Step #5: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Action Step #6: The CDSS, will work with the California Department of Mental Health, the California Department of Alcohol and Drug Programs, County Welfare Directors Association, Chief Probation Officers of California, the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2a		

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #7: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #8: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #9: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #10: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Program Contacts - Action steps #1: Pat Aguiar; Action steps #2, 3 & 6: Nina Grayson; Action steps #4 & 5: Eileen Carroll; Action Steps # 7-10: Mary Tran</p>		

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Well-Being Outcome 1, Item 18

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers involved in case planning by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	Survey results data: October 2003 (baseline): See action steps 6 & 7 of Perm. 14 June 2004: June 2005:
Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of children, parents, and caregivers involved in case planning and all action steps have been completed.	Date Improvement Goal Achieved: Date all Action Steps completed:

Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This engagement includes informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Systemic Factor 2, Item 25)		
Promising Practices of high performing counties will be identified and documented	06/03	1. Using survey data, CDSS will identify and develop a list of high performing counties in the area of family engagement (06/03). <input checked="" type="checkbox"/> See Permanency 1, item 14 for survey information. Using both online (CWS/CMS) and onsite reviews, CDSS will identify successful family engagement procedures, systems and program practices (06/03). <input checked="" type="checkbox"/> Completed.

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
ACIN will be issued	09/03	CDSS will document the successful practices and issue them as an ACIN to counties. (09/03). <input checked="" type="checkbox"/> Completed.
CDSS will monitor to assess improved family engagement	06/05	CDSS will track improvement through the survey to ensure that children and families are engaged in the case planning process. Surveys will be conducted in 09/03, 06/04, and 06/05 <input checked="" type="checkbox"/> See Permanency 1, item 14 for survey information.
Changes to the statewide curriculum will be incorporated	06/05	CDSS, CalSWEC and the Regional Training Academies will make required changes to statewide curriculum, in order to incorporate the strategies. (06/04) <input checked="" type="checkbox"/> No report due this quarter.
<p>Action Step # 2: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 17; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2b</p>		
<p>Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2, Items 25 & 28; Systemic Factor 4, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #4: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 17 & 18; Systemic Factor 2, Item 25) Status reported in Well-Being Outcome 1, Item 17		
Action Step #5: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Systemic Factor 2, Item 25)		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>The CDSS will convene a workgroup to include CYC, the CWDA and the CPOC to develop strategies to integrate youth voice</p>	<p>12/03</p>	<p>CDSS will convene the workgroup. (12/03)</p> <p><input checked="" type="checkbox"/> Completed. CDSS has involved representatives of the CYC in all the work of the Stakeholders Redesign development and implementation process. CYC representatives participated in the AB 636 Outcomes and Accountability development process. CYC representation, if available, is required to be included in the membership of the county Self Assessment Teams. Case planning and family engagement issues have been key issues discussed in both these major workgroups.</p> <p><input checked="" type="checkbox"/> Additionally, Emergency Independent Living regulations were became effective November 1, 2003 (Division 31-236), requiring that social workers shall ensure that youth actively participate in the development of Transitional Independent Living Plan (TILP). A CYC representative is also on the Resource Family Training Workgroup that is working to identify and assess caregiver training needs, and to develop a standard core curriculum for all caregivers (see Systemic Factor 4, Item 34).</p> <p><input checked="" type="checkbox"/> It should be noted that CYC is not active in all counties and therefore such representatives may not be available locally. However, counties may include youth representation regardless of CYC membership.</p> <p>The workgroup will develop strategies to ensure youth voice and involvement are integrated into the case planning process, including strategies to eliminate any barriers to including youth in the case planning process. (12/03)</p> <p><input checked="" type="checkbox"/> See above.</p>

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CDSS will implement the strategies statewide through ACLs and/or regulation processes, as needed.	06/04	CDSS will implement the strategies statewide through an ACL or through regulations for county level changes (06/04) <input checked="" type="checkbox"/> No report due this quarter.
Training curriculum will be updated	07/04	CDSS will incorporate changes into statewide training curriculum. (07/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor involvement of youth	06/05	CDSS will track and document implementation of youth involvement through the survey. Surveys will be conducted in 09/03, 06/04, and 06/05 <input checked="" type="checkbox"/> See Permanency 1, item 14 for survey information.
Action Step #6: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #7: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #8: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #9: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts - Action steps 1, 3, 4 & 5: Nina Grayson; Action step 2: Pat Aguiar; Action steps 6-9: Mary Tran		

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Well-Being Outcome 1, Item 20

<p>Improvement Goal:</p> <p>1) We will increase from the baseline survey the compliance by workers with planned parent visit schedules from the baseline by three percentage points by June 30,2005.</p> <p>(2) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits by June 30, 2005.</p> <p>(3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits by June 30, 2005.</p>	<p>Overall Performance Data: June 30, 2005 – No report due this quarter.</p> <p>(1)</p> <p>(2)</p> <p>(3)</p>
<p>Frequency of Measurement: Progress will be reported through quarterly reports. The reports will document progress towards completion of the action step and will report on the survey data. Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p>	<p>Survey results data:</p> <p>October 2003 (baseline): See Permanency item 14</p> <p>1)</p> <p>2)</p> <p>3)</p> <p>June 2004:</p> <p>1)</p> <p>2)</p> <p>3)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p> <p>3)</p>

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<p>Determination of Goal Achievement: The goal will be achieved when : 1) We increase the compliance by workers with planned parent visit schedules from the baseline by three percentage points; 2) We increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits; and 3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits; and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>
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Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 18; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #2: The CDSS, through the Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A& 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p>		

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Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step # 3: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #4: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #5: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #6: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Program Contacts - Action steps 1: Nina Grayson; Action step 2: Eileen Carroll; Action steps 3-6: Mary Tran</p>		

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Well-Being Outcome 2, Item 21

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	Survey results data: October 2003 (baseline): See Permanency Item 14 June 2004: June 2005:
Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #2: The CDSS will issue an All County Letter (ACL), which instructs counties to ensure that educational needs for all children in the home are assessed and to document how the identified educational needs were addressed in the case plan		

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will issue ACL	03/04	<p>CDSS will draft an ACL instructing counties to ensure educational needs for all children in the home are assessed and to document in the case plan. (03/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will work with the Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum include elements addressing assessing educational needs of all children in the home. (03/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will provide technical assistance	04/04	<p>CDSS will provide written TA to ensure existing county case carrying staff receive training on assessing educational needs of all children in home (04/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor counties to ensure that all county case carrying staff received training.	06/05	<p>CDSS will track county training records to ensure training is delivered to staff (07/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will review county operating procedures to ensure appropriate instructions are in place. A copy of county procedures will be maintained at CDSS. CDSS will report quarterly on staff compliance with case planning policies and procedures (09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Action Step #3: The CDSS, including Cal WORKS and Cal Learn staff, will work with the California Department of Education to develop protocols for counties and local school districts to implement to improve educational services to children with identified needs		

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will convene a workgroup to develop protocols and strategies	06/04	CDSS will convene workgroup (03/04) <input checked="" type="checkbox"/> No report due this quarter. Workgroup will develop protocols and strategies to improve educational services for children. (06/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will implement statewide through ACLs and regulation processes, as needed.	09/04	CDSS will develop and issue an ACL, or regulations, to support development of protocols at county level, ACL will contain implementation instruction and model protocols for use with local school districts. (09/04) <input checked="" type="checkbox"/> No report due this quarter. CDSS will provide T/TA to counties as they begin developing protocols with local education agencies (09/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor implementation of education service protocols	06/05	CDSS will report quarterly on the number of education protocols implemented. (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.) Status reported in Permanency Outcome 2, Item 14		

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts - Action steps 1, 2 & 3: Nina Grayson; Action step 4, 5, 6, & 7: Mary Tran		

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Well-Being Outcome 3, Item 23

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2..	Survey results data: October 2003 (baseline): See Permanency item 14 June 2004: June 2005:
Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will issue an All County Letter (ACL) that instructs counties to document how identified mental health needs are addressed. In addition, the ACL will instruct counties on the importance of assessing the needs of all children in families with in-home cases		
CDSS will issue ACL	05/04	CDSS will issue an ACL instructing counties to document in case notes of CWS/CMS how mental health needs are assessed and addressed. (03/04) <input checked="" type="checkbox"/> No report due this quarter. CDSS will work with Cal SWEC and Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum, including mental health assessments for all children in the home. (04/04)

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> No report due this quarter. CDSS will provide written TA to clarify policy and will ensure each county training plan includes, case practice training on assessing mental health needs of all children in home (05/04) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor training and delivery of services	06/05	CDSS will track counties to ensure that all county training plans include components on assessing the families mental health needs. (09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter. CDSS will track improvement in the use of mental health services for in-home cases by reviewing quarterly CWS/CMS data (matched with the State Department of Mental Health data) (09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> No report due this quarter.
Action Step #2: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: The CDSS will work with the State Department of Mental Health, County Welfare Directors Association, County Probation Officers Association and County Mental Health Directors Association to improve and expand access to mental health services. In addition, the CDSS will use this work group to improve access to data from the mental health system to ensure that children in in-home cases are linked to the system		
Develop a systems match capacity between CWS/CMS case records and State Department of Mental Health Service payment records	12/04	Develop a data plan proposal within the existing interagency CDSS - DMH data team to improve access to data. (06/04) <input checked="" type="checkbox"/> No report due this quarter. Determine costs/approval requirements necessary to implement data sharing proposal. (09/04)

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> No report due this quarter. Identify funding source. (12/04) <input checked="" type="checkbox"/> No report due this quarter.
Issue ACL guidelines on successful strategies for connecting families with mental health	03/04	CDSS in partnership with counties, local and state mental health, youth and providers will develop a guide on successful strategies (03/04). <input checked="" type="checkbox"/> No report due this quarter.
Los Angeles County DCFS coordinate with Los Angeles County Mental Health on ensuring the deployment and development of mental health resources to ensure timely access to child welfare families in Los Angeles County.	06/04	Monthly meetings between Los Angeles County DCFS and Los Angeles County Mental Health to identify (1) areas where services may not be as readily available and (2) gaps where services may be needed beginning 6/03 (6/05). <input checked="" type="checkbox"/> Staff from DCFS have been meeting on a monthly basis since June 2003 with Los Angeles County Department of Mental Health (DMH) staff to address mental health service issues affecting children and families. Meetings for this quarter were held on October 22, November 12 and on December 10, 2003. Los Angeles County DCFS and Los Angeles County Mental Health will develop strategies to address the issues identified above, such as creating incentive to providers to provide services in a different geographic area, looking for funding sources to secure services for children who are not Medi Cal eligible (11/03). <input checked="" type="checkbox"/> DCFS and DMH staff continue to meet on a monthly basis to address mental health service issues affecting children and families. They have identified available services that are insufficient to meet the demand; specifically, substance abuse treatment/prevention services. These issues are currently being addressed/resolved 1) at regularly scheduled meetings

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>with DMH and their providers, 2) through the monthly DCFS/DMH meetings, and 3) through the Multi-disciplinary Assessment Teams (MAT) to be piloted beginning in early 2004.</p> <p><input checked="" type="checkbox"/> The MAT program is a collaborative effort between DCFS, DMH and other community providers. It is designed to ensure the immediate and comprehensive assessment of youth entering out-of-home placement. The comprehensive family-focused, strength-based assessments will consist of mental health, as well as medical, dental, developmental and educational evaluations, and review of family history and records. Depending on the individual family, community mental health providers will interview the child, biological parent(s), relatives, caregivers and prospective caregivers.</p> <p><input checked="" type="checkbox"/> The assessment team will consist of the Mental Health Provider (from an agency contracted with and in good standing with DMH), the case carrying CSW, the DCFS Dependency Investigator, the Adoptions CSW, (if one has been assigned), Public Health Nurse, the family, the foster parent or relative caregiver, the child, if appropriate. The Department will designate a DCFS staff position that is dedicated to the Assessment Team to maintain tracking logs, and to ensure the seamless functioning of the MAT process. This position will assist the Provider in coordinating interviews, the gathering of all information and in facilitating the MAT Team meeting. (Optional team</p>

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		<p>members may also include DMH, DHS, Education, Regional Center, or other service providers). The MAT Team meeting is held after all information has been gathered and interviews have been completed. The team members, listed above, will discuss findings and recommendations. Recommendations will be arrived at through a team decision making process. The findings and recommendations of the MAT will be included in the DCFS worker's case plan.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The goals of the program include: <input checked="" type="checkbox"/> More timely, comprehensive and strength-based assessments of children and family. <input checked="" type="checkbox"/> Earlier diagnosis of medical and mental health conditions. <input checked="" type="checkbox"/> Increased cooperation between families, caregivers, providers of services of DCFS. <input checked="" type="checkbox"/> More appropriate team placement decisions for children. <input checked="" type="checkbox"/> Earlier access to medical and mental health services for children and families. <input checked="" type="checkbox"/> Safety for children during out-of-home care. <input checked="" type="checkbox"/> All children entering out of home care will receive a comprehensive MAT assessment within 45 days of the date of the detention hearing. The assessment provider will assist in linkage to needed treatment or mental health resources. Referrals will be made to resources where the expectation is that the service is accessible and timely for the child and family. This is a change in practice from how the county has normally

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		<p>done business, in that all children entering the foster care system will almost immediately receive an assessment from a mental health provider. In addition, over 50 qualified mental health agencies have been identified by the Department of Mental Health to provide these assessments. It is anticipated that if DCFS staffing is appropriated, the pilots will begin in March 2004. The pilots will operate for 6 months, after which time they will be evaluated. The MAT program should be rolled out countywide in fiscal year 2004-05.</p> <p>Los Angeles County DCFS and Los Angeles County Mental Health will begin implementation of the strategies (6/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will consult with Los Angeles to determine any state level barriers to provision of services. Barriers will be identified and referred to the State Interagency Child Welfare Services Team for resolution. (6/03)</p> <p><input checked="" type="checkbox"/> As state level barriers to the provision of services are identified, they are being referred to the State Interagency Child Welfare Services Team. Also, Los Angeles County has submitted a draft proposal to CDSS indicating interest in securing waivers in various areas where they see barriers. As of January 2004, Los Angeles County has submitted additional information for the waiver request to be reviewed by CDSS.</p>
CDSS will monitor and provide TA to Los Angeles	06/05	<p>CDSS will track completion of action steps and implementation of successful strategies and report quarterly. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See previous tasks. CDSS has asked Los Angeles</p>

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		County to provide more details on the proposal and they are continuing to submit additional information and work with CDSS on the request.
<p>Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
Program Contacts: Action Steps 1, 2 & 3; Action Steps 4, 5, 6, & 7		

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Systemic Factor 2, Item 25

Improvement Goal: We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented countywide in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide.	June 30, 2005:
Frequency of Measurement: The CDSS will also monitor improvement in case planning practice using quarterly county reports and the C-CFSR qualitative case review process	C-CFSR Quarterly Data: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the percent of caseload covered by Family to Family has increased to 60 percent and all action steps are complete	Date Improvement Goal Achieved: No report due this quarter. Date all Action Steps completed:

Systemic Factor 2, Item 25 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		

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Systemic Factor 2, Item 25 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #2: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This will include informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18		
Action Step #3: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that have implemented the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #4: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18		
Action Step #5: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will provide more opportunity to address child and family service needs and increase engagement of the child and family in the case plan. Upon enactment, the CDSS will implement statewide (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20) Status reported in Well-Being Outcome 1, Item 17		
Program Contacts - Action steps 1, 2 ,4 & 5: Nina Grayson; Action step 3: Pat Aguiar		

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Systemic Factor 2, Item 28

<p>Improvement Goal: We will decrease the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit -- from our baseline of 89.5 percent in 2002 by two percentage points by 6-30-05.</p>	<p>June 30, 2005:</p>
<p>Frequency of Measurement: Progress will be tracked using CWS/CMS, county quarterly reports, and JRTA information. The county and JRTA reports will document progress toward completion of the action steps. In addition, we will use qualitative information from the Peer Quality Case Review process. By June 30, 2004, we will show a 1.0 percentage point improvement.</p>	<p>C-CFSR Quarterly Data: No report due this quarter.</p> <p>March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: This goal will be achieved when the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit—decreases from our baseline of 89.5 percent in calendar year 2002 by two percentage points by 6-30-05 and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

<p>Systemic Factor 2, Item 28 Action Steps/Benchmarks</p>	<p>Projected Dates of Completion</p>	<p>Tasks</p>
<p>Action Step 1: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding TPR and concurrent planning. (Cross-reference to Permanency Outcome 1, Items 7 & 9)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #2: The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8, 9 & 10)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 7, Item 44).</p> <p>Status reported in Safety Outcome 1, Item 2b</p>		
<p>Action Step #4: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 7, Item 44.)</p> <p>Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #5: The CDSS will provide technical (The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18 Systemic Factor 2, Item 25; Systemic Factor 7; Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2b</p>		
<p>Action Step #6: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 7, Item 44)</p> <p>Status reported in Permanency Outcome 1, Item 6</p>		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #7: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Items 7 & 10) Status reported in Permanency Outcome 1, Item 7		
Action Step #8: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Systemic Factor 7, Item 44) Status reported in Systemic Factor 7, Item 44		
Action Step #9: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide (Permanency Outcome 1, Item 9; Systemic Factor 4, Items 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #10: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 25; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #11: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #12: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Program Contacts - Action steps 1-8: Pat Aguiar; Action steps 9, 10, 11: Nina Grayson; Action step 12: Eileen Carroll		

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Systemic Factor 3, Item 31

Improvement Goal: California will develop and fully implement its new outcomes based quality assurance system (the C-CFSR system) in January 2004 and complete a review of at least 15 counties by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Implementation will be measured by completion of action steps and the number of county C-CFSRs. Progress will be reported quarterly.	County C-CFSRs completed: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when the C-CFSR is implemented and at least 15 counties have completed reviews by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: CHHS and CDSS will develop the C-CFSR system, and CDSS will implement the C-CFSR system. This process is described in more detail in narrative section this PIP, under Item 31, "Measurement Method" section.		

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Implement C-CFSR work plan developed in 04/03	06/05	<p>Outcome and Accountability workgroup developed comprehensive work plan (04/03).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS identify legislative and regulatory changes (05/03).</p> <p><input checked="" type="checkbox"/> Update: Completed. No statutory changes are needed at this time. Regulations will be needed, and the timeframe is under development.</p> <p>CDSS convene workgroups to develop tools and instruments for C-CFSR. Workgroups will include CDSS staff, and interested stakeholders from the AB 636 Workgroup. Workgroups will develop the following tools and instruments (06/03-08/03):</p> <ul style="list-style-type: none"> • Manual for C-CFSR • County Self-Assessment • Performance Baselines and Performance Standards • Peer Quality Case Reviews • Interviews and Surveys • County SIP, • Quarterly Management Reports, • Post-SIP Approval and Monitoring Process <p><input checked="" type="checkbox"/> Update: The CDSS will soon release the implementing All County Letter (ACL) to begin the new Outcome and Accountability System. The initial ACL will serve as the beginning of an overall manual, which when complete will include all elements of the system. County Self Assessment instructions and tools are contained in the ACL. Peer Quality Case Reviews are included in the ACL. Interview technique training will</p>

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Occur after the piloting of the Peer Quality Case Review through June of 2004. Further instructions on the SIP and SIP Approval process are under development. Quarterly Management Reports will start with the first quarter of 2004. Overall State Monitoring Process performance baselines and performance standards are under development.</p> <p>3 CDSS develop an ongoing County review schedule for after the initial review cycle. (CWS and Probation) (06/03).</p> <p><input checked="" type="checkbox"/> Update: The proposed ongoing county review cycle has been drafted and is being circulated for comment. CDSS and Chief Probation Officers of California (CPOC) develop a proposal for better accessing data for Probation cases (06/03).</p> <p><input checked="" type="checkbox"/> Completed 9/03. CDSS and CPOC developed a data collection instrument that will be utilized on a monthly basis. CDSS will identify CDSS staff training needs, identify trainers, develop and conduct CDSS staff training on how to conduct the review (07/03).</p> <p><input checked="" type="checkbox"/> Update: CDSS has been working with CalSWEC to develop curriculum. The curriculum will be tested in January 2004, and CDSS staff will be training in February or March.</p> <p><input checked="" type="checkbox"/> A draft training plan has been developed with RADD for data training of CDSS staff.</p> <p>CDSS conduct training on data management and analysis (08/03).</p> <p><input checked="" type="checkbox"/> Completed. CDSS-RADD provided Operations Bureau staff with preliminary data analysis training. The Northern</p>

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Regional training Academy and CalsWEC developed a training entitled "Using Data to Improve Agency Performance" that was delivered to 105 participants on September 26, 2003 in Davis; October 10, 2003 in Chico; October 31, 2003 in Redding; and on November 14, 2003 in Eureka.</p> <p>CDSS provide information to Counties through All County Letters/All County Informing Notices (08/03).</p> <p><input checked="" type="checkbox"/> Update: See task # 2 above.</p> <p>CDSS identify CWS/CMS enhancements (08/03).</p> <p><input checked="" type="checkbox"/> Update: Completed. CDSS in collaboration with IBM, Health and Human Services Data Center, UC Berkeley and the counties conducted meetings in October through December 2003, and developed new business requirements. These requirements are currently being costed out by the vendor.</p> <p>CDSS plan County training: sites, (standardized materials, staffing, invitation letters, schedule (09/03).</p> <p><input checked="" type="checkbox"/> Update: Completed. Utilizing the training curriculum developed by CalSWEC, there will be 15 training sessions conducted by the Regional Training Academies to the counties beginning in February 2004.</p> <p>CDSS test and complete tools and instruments (09/03).</p> <p><input checked="" type="checkbox"/> This task will be completed shortly.</p>
CDSS will train counties on the C-CFSR	06/05	<p>CDSS will train county supervisors and case workers on: (1) using the C-CFSR Manual, (2) conducting the Self-Assessment and SIP, using the tools, (3) conducting the PQCR and using the tool, and (4) conducting the interviews and surveys. CDSS will begin training in regional sites in 9/03. (01/04)</p>

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> See above tasks. CDSS will continue to train counties through the life of the PIP. (06/05) <input checked="" type="checkbox"/> No report due this quarter.
CDSS completes 1 ½ years of 1 st C-CFSR 3 year cycle	06/05 Co. / Dates 1-3: 09/04 4-7: 12/04 8-11: 03/05 12-15: 06/05	CDSS commences the first 3-year cycle (1/04). <input checked="" type="checkbox"/> No report due this quarter. Counties will conduct their initial self-assessments and SIPs on a flow basis. All county self-assessments will be complete by 06/04, and all SIPs will be complete by (09/04). <input checked="" type="checkbox"/> No report due this quarter. CDSS will conduct a PQCR for 15 counties (between 3 and 4 counties each quarter). During the initial review cycle, due to constraints around implementation, approximately 2/3 of counties will have to submit the SIP without having first undergone a PQCR. In these counties, the PQCR will follow later in the first cycle. Counties will be selected to undertake a full review during the initial cycle based on the assessment of measured outcomes provided by the CDSS. (06/05) <input checked="" type="checkbox"/> No report due this quarter. (Note-For ongoing 3 yr review cycles, CDSS will conduct a PQCR in approximately 15-20 counties annually).
Program Contact: Wes Beers		

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Systemic Factor 4, Item 32

Improvement Goal: We will develop a common core curriculum for all new child welfare workers and supervisors that is delivered by all training entities statewide.	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: September 2003: December 2003: See Action Steps and Tasks below March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when a common core curriculum is implemented in every county to train all new child welfare workers and child welfare/probation supervisors	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completi on	Tasks
Action Step #1: The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how initial and on-going training is provided in the counties. (Cross-reference to Systemic Factor 4, Item 33)		
CDSS will identify training concerns and/or disparities and make recommendations for improving training across the State, including the development of a common core	06/04	CDSS will convene and support a statewide training task force that includes state staff, county staff and training staff. (06/03) <input checked="" type="checkbox"/> Completed 6/03. CDSS, in partnership with the California Social Work Education Center (CalSWEC), convened the

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Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completi on	Tasks
curriculum for new workers and supervisors		<p>Statewide Training and Education Committee (STEC) on June 6, 2003. Membership includes representatives from state, county, educational institutions, the Regional Training Academies, Tribal/Tribal Organizations and agencies involved in the initial and ongoing training of social workers. The STEC has met on July 14, August 11, and September 14, 2003 to make recommendations for improving training across the State. Initial work has focuses on the development of a standardized core curriculum and on training to orient supervisors to the evolving CWS environment in California. The STEC will meet regularly during the next 18 months to assist the Department to meet the training commitments articulated in the PIP.</p> <p>CDSS, in consultation with the statewide training task force, will identify on-going training data for counties to include in the C-CFSR county self-assessment and develop an outline for counties to report the data. (10/03)</p> <ul style="list-style-type: none"> ☑ In order to assess the baseline level of training, CalSWEC will survey counties during fiscal year 2004-05. The results of the baseline assessment survey will inform the process of setting standards for initial and ongoing training. ☑ CalSWEC will finalize the format for the baseline survey based on STEC recommendations and develop content tools for all Standardized Core Project modules. They will be reviewed, and final versions to be approved at an upcoming meeting. Data collection will begin this spring. <p>1. CDSS will provide the counties, upon request, by telephone and e-mail, with technical assistance to resolve policy questions</p>

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		<p>related to training data (12/03)</p> <p><input checked="" type="checkbox"/> No technical assistance will be required because of the baseline survey strategy. Technical assistance for the surveys will be provided by CalSWEC.</p> <p>CalSWEC and the RTAs will provide technical assistance to counties regarding the collection and reporting of the data (12/03)</p> <p><input checked="" type="checkbox"/> Technical assistance for the surveys will be provided by CalSWEC.</p> <p>2. The training task force will analyze the training data submitted by the counties in the C-CFSR, and the recommendations from California's Stakeholders Workforce Preparation and Support Group; and make recommendations to support the development of a standardized training program, including a common core curriculum, for new workers and supervisors (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p>
CDSS will assess effectiveness of training.	12/04	<p>In consultation with CalSWEC, CDSS will develop a common framework for assessing the effectiveness of training that is aligned with the federal outcomes (12/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor state training program.	06/05	<p>CDSS will report quarterly on the completion of these tasks and TA provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05)</p> <p><input checked="" type="checkbox"/> See Tasks above.</p>
<p>Action Step # 2: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including</p>		

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assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Permanency Outcome 1, Item 9) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28) Status reported in Permanency Outcome 1, Item 9		
Action Step #4: The CDSS will work with the regional training academies to ensure that child welfare managers and supervisors receive priority training, using standardized curricula, on evidence-based techniques for mentoring new and seasoned staff.		
CDSS will implement a mentoring component into supervisor training.	06/05	<p>CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives that will be required to be provided to all supervisors (12/03)</p> <p><input checked="" type="checkbox"/> Completed. The role of the supervisor as mentor has been included as part of the training on new initiatives. In addition, CDSS is doing an evaluation of two mentoring training components to determine if one of them would be beneficial to include in supervisor training.</p> <p>1. CalSWEC and the RTAs will utilize the results of the evaluation of the models of mentoring to develop a mentoring component which will be included in the supervisory common core curriculum (09/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
CDSS will monitor the implementation of	06/05	CDSS will report quarterly on the achievement of these tasks,

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Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completi on	Tasks
training for supervisors on their role as mentors.		including the number of supervisors receiving the training. (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #5: The CDSS will work with the Resource Center for Family Focused Practice to ensure that relevant probation officers receive priority training on child welfare requirements including concurrent planning, and visitation requirements and the TPR process		
The existing curriculum for probation officers will be enhanced and updated.	09/03	CDSS will facilitate activities between the Center for Family Focused Practice and the Chief Probation Officers of California (CPOC) to update and enhance the existing curriculum to include concurrent planning and visitation requirements and TPR. (09/03) <input checked="" type="checkbox"/> The Resource Center for Family-Focused Practice (RCFFP) established an advisory committee with CPOC, CDSS, and County CWS to analyze and prioritize the training needs assessment. Update: CPOC has developed case planning training that is being reviewed by CDSS. The RCFFP is developing a distance learning strategy to address Termination of Parental Rights, Concurrent Planning and the Adoptability of Older Youth.
CDSS will monitor the provision of technical assistance to counties to promote the application of quality case practice and development of systems of support to strengthen quality case practice.	06/04	The contract with the Center for Family Focused Practice will be modified to increase the number of days of consultation to county probation departments from 15 to 30 days (07/03) <input checked="" type="checkbox"/> The current contract between the Regents of California (The RCFFP is under UC Davis) and CDSS has been through departmental review and approval. The contract is with the State Department of General Services for final contract execution.

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		<p>The contract with the Center for Family Focused Practice will be modified to increase the number of days of training for probation officers from 10 to 20 days (07/03)</p> <p><input checked="" type="checkbox"/> The current contract between the Regents of California (The RCFFP is under UC Davis) and CDSS has been through departmental review and approval. The contract is with the State Department of General Services for final contract execution.</p> <p>Each quarter, at least three counties will receive consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor the provision of training to probation officers.	06/05	<p>Each quarter, 75 probation officers will receive training on child welfare requirements, including concurrent planning, visitation requirements the adoptability of older children and availability of post adoption services and financial assistance, and the TPR process (06/04).</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>1. The Center for Family Focused Practice will provide data regarding the number of counties receiving consultation and the number of probation officers receiving training each quarter (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will report quarterly on number of probation officers trained. (9/04, 12/04, 3/05, 6/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Action Step #6: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9		
Program Contact: Nina Grayson		

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Systemic Factor 4, Item 33

Improvement Goal: We will establish and implement statewide minimum requirements for the ongoing training of existing staff by June 30, 2005	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: September 2003: December 2003: See Action Steps and Tasks below March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when statewide minimum training requirements for existing staff are in place.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how on-going training is provided in the counties and to address gaps in ongoing training identified in the C-CFSR process. (Cross-reference to Systemic Factor 4, Item 32)		
Action Step 2: The CDSS will establish requirements for ongoing, consistent statewide training of existing staff, with a focus on areas needing improvement as identified by the C-CFSR including comprehensive family needs assessments, and assessing the educational and mental health of all children, both in-home and out-of-home		

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Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Develop requirements for annual ongoing training	03/04	<p>CalSWEC and CDSS will draft requirements for ongoing training in consultation with the statewide training task force (09/03)</p> <p><input checked="" type="checkbox"/> Completed. The Statewide Training and Education Committee (STEC) will review preliminary training requirements recommendations drafted by an Ad Hoc group of county representatives and regional training academy representatives meeting on February 14, 2003, as part of the PIP development process. The STEC will continue discussions during subsequent meetings on the draft recommendations.</p> <p><input checked="" type="checkbox"/> Update: CDSS will use the C-CFSR county self assessment and system improvement plan (SIP) processes to determine how ongoing training is provided in the counties and to address gaps in ongoing training identified in the C-CFSR process.</p>
CDSS will implement training requirements.	07/04	<p>CDSS will finalize requirements for ongoing training, specifying content, number of hours, acceptable methods of training delivery, and county verification and reporting requirements and format (03/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will issue instructions to counties via ACL that all child welfare workers must meet the ongoing training requirements (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide written technical assistance to facilitate implementation of the on-going training requirements (07/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

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Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Monitor the implementation of ongoing training requirements.	06/05	<p>CDSS will report quarterly on the achievement of these tasks and on the number of existing staff receiving the common curricula (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> The Ongoing Training Requirements Subcommittee will convene to summarize philosophical underpinnings and make a recommendation for a process/framework for ongoing training.</p>
Program Contact: Nina Grayson		

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Systemic Factor 4, Item 34

Improvement Goal: A standard core curriculum will be developed and used to train caregivers in all counties by June 30, 2005	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: September 2003: December 2003: See Action Steps and Tasks below March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be met when a standard core curriculum is developed and all caregivers are trained.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will work with the counties, community colleges, and other children's stakeholders to develop a standard core curriculum for all caregivers. This process will consider differing needs of different caregiver groups.		
The CDSS will convene a workgroup to identify and assess caregiver training needs, existing statewide caregiver training including, training curricula and delivery systems.	09/03	CDSS and the Chancellor's Office will jointly identify members of the statewide caregivers training workgroup (09/03) <input checked="" type="checkbox"/> Completed 9/03. CDSS and the Chancellor's Office have identified members of the "Resource Family Training Workgroup". The first meeting of the workgroup was held on September 30, 2003, and the group began the process of developing a statewide survey to identify the current curricula being utilized by counties and community colleges

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>The CDSS, in conjunction with the workgroup, will conduct a comprehensive statewide survey of current caregiver training programs. The survey will include information from the Chancellor's office of Community Colleges Foster and Kinship Care Education Statewide Advisory Committee, Foster Parent Associations and all counties</p>	12/04	<p>to train foster parents and relative caregivers.</p> <p>The workgroup will convene to develop the statewide survey and assessment (09/03)</p> <p><input checked="" type="checkbox"/> Completed. Workgroup was convened.</p> <p>The workgroup will convene to assess the survey information and begin the process of developing recommendations for the standard core curriculum and other training (12/03)</p> <p><input checked="" type="checkbox"/> Completed. The workgroup met on December 16, 2003, to begin assessing the survey information and begin the process of developing recommendations. Another meeting is scheduled for February 2004.</p> <p>The CDSS will conduct a statewide caregiver training needs assessment. (03/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>The CDSS will analyze and make recommendations as to any needed changes to caregiver training. (12/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
<p>Standard Core Curriculum will be implemented for all caregivers</p>	06/05	<p>In consultation with the workgroup, CDSS will adopt a standard core curriculum, that includes the caregiver's role in good case planning, and will develop materials and a training plan for implementation by the counties and the community colleges (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will utilize the Chancellor's Office Foster and Kinship Care Education Program (FKCE) and other state and national resources to support implementation of the curriculum (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>A minimum of three counties/community colleges will field test the</p>

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>standard core curriculum and provide feedback on any needed revisions (12/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will instruct counties via ACL that all new caregivers must be trained to the standard core curriculum beginning (03/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>CDSS will provide written technical assistance to facilitate implementation of the core curriculum (3/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>1. In the first year of implementation, the state's goal will be to train at least 2,500 new caregivers statewide, using the new standard core curriculum. (6/05)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter</i></p>
The CDSS will monitor the delivery of caregiver training	06/05	<p>The CDSS will report quarterly on the achievement of these tasks and the number of caregivers trained (9/03, 12/03, 3/04, 6/04, 9/04, 12/04, 3/05, 6/05)</p> <p><input checked="" type="checkbox"/> See Task status above.</p>
Action Step #2: Ensure that county C-CFSR self-assessment and System Improvement Plans include ongoing assessment of strengths and needs of caregiver groups in their county.		
The CDSS will provide technical assistance to help counties implement their plans	06/05	<p>CDSS will develop instructions for counties regarding inclusion of caregiver needs in C-CFSR self-assessment and SIP processes. (01/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will provide T/TA as requested by counties as they develop Self-assessments and SIPs (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
The CDSS will review and approve county plans after submittal and monitor	06/05	CDSS will review and approve county C-CFSR SIPs and report quarterly on county implementation of caregiver component

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
implementation of the caregiver component		(09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Program Contact: Nina Grayson		

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Systemic Factor 5, Item 36

Improvement Goal: Of counties where service gaps are identified in the C-CFSR process, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Progress will be tracked through the annually updated SIPs and the county C-CFSR quarterly reporting system.	C-CFSR Quarterly Data: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to; Safety Outcome 1, Item 2a; Safety Outcome 1, Items 3 &4; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2a		
Action Step #2: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps(Cross-reference to Systemic Factor 5, Item 37)		

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
All county Self Assessments will be complete by 06/04.	06/04	Counties will identify strengths and/or weaknesses of their service array in each of the Self Assessments. The CDSS will review and approve county Self-Assessment plans. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
All county SIPs will be complete by 09/04.	09/04	CDSS will compile the promising practices deployed in high performing counties as identified in their Self-Assessments. (07/04) <input checked="" type="checkbox"/> No report due this quarter. CDSS will provide technical assistance to assist high priority counties with the development and implementation of the strategies to address service needs in their SIPs, including the need for increasing specific services. TA will be based on promising practices learned through the Self-Assessments of high performing counties. (07/04-09/04) <input checked="" type="checkbox"/> No report due this quarter.

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will monitor and document county progress in transferring promising practices	06/05	<p>High priority counties will include in their SIPs₁ actions to address service gaps for counties, as well as recommendations for the Federal and State governments regarding resource issues. (08/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>CDSS will know when service gaps are addressed through the annually updated SIP and the quarterly C-CFSR reporting of progress on increased service capacity in accordance with the SIP defined targets. (09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>1. Quarterly reports will also include well-being indicators on health and mental health services, and educational needs included in the C-CFSR Matrix, #5 and 6. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<p>Action Step #3: . The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 37)</p>		

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Training Institutes will be held, and participant evaluations will be conducted of workshops, training tracks and the overall institutes to determine the effectiveness of the training and information exchange.	10/03	<input checked="" type="checkbox"/> Completed. The tenth annual Family Strengths Training Institute was held October 27-29, 2003. The Institute provided 68 workshops (the program guide lists 83 workshops, but 15 were cancelled due to the Southern California fires). There were 880 attendees. Evaluation comments were very positive, and were focused on the wide variety of topics covered by the workshops; the usefulness of the information; the opportunity to learn new insightful ideas; and the opportunity the institute provided to network.
<p>Action Step #4: CHHS will work with CDSS, California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), Department of Health Services (DHS), Department of Developmental Services (DDS), Department of Justice, California Department of Education (CDE) County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. In addition, as part of the C-CFSR county Self-Assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #5: The CDSS will create a clearinghouse to disseminate information to counties and provide technical assistance (see glossary) to help implement promising and evidence-based practices.</p>		
A Request for Proposal (RFP) for an Evidence-Based Practice Clearinghouse will be issued.	06/03	<input checked="" type="checkbox"/> Completed 9/03. Update: The RFP was issued and although the posting of the contingent award was originally projected to be November 2003, the award was posted in December 2003. The project is anticipated to begin in March 2004, with the identification of the advisory group.

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
An Evidence-Based Practice Clearinghouse and Advisory Body will be developed	09/04	<input checked="" type="checkbox"/> No report due this quarter.
Program Contact: Action Steps 1 & 5: Eileen Carroll; Action Steps # 2, 3 & 4: Nina Grayson		

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Systemic Factor 5, Item 37

Improvement Goal: Of counties where improvement is needed, as identified in the C-CFSR process, for (1) service array for youth and Native American and African American children, and (2) case plans are generic and lack an individualized approach, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Progress will be tracked using the quarterly C-CFSR reports and completion of action steps	C-CFSR Quarterly Data: No report due this quarter. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap in individualized case planning by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 5, Item 37 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A & 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20) Status reported in Safety Outcome 1, Item 2A		

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Systemic Factor 5, Item 37 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #2: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps (Cross-reference to Systemic Factor 5, Item 36) Status reported in Systemic Factor 5, Item 36		
Action Step #4: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 36) Status reported in Systemic Factor 5, Item 36		
Action Step #5: The CDSS will work with the National Resource Center on Foster Care and Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 9) Status reported in Safety Outcome 1, Item 2b		
Program Contact: Action Steps 1 & 2: Eileen Carroll; Action Steps # 3 & 4: Nina Grayson; Action Step #5: Pat Aguiar		

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Systemic Factor 7, Item 42

Improvement Goal: The State will ensure that all State/County licensing and approving staff are trained on and apply the same licensing/approval standards to all foster family homes.	June 30, 2005:
Frequency of Measurement: CDSS will track the delivery of statewide training of staff performing relative approvals and licensing to ensure consistency and accuracy	Quarterly Progress: September 2003: December 2003: Training of staff performing relative approvals and licensing continues throughout the State. Technical assistance is being provided to counties as needed. March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005
Determination of Goal Achievement: County and state staff receive consistent training and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The State has instituted a formal process for relative approvals.		
CDSS developed and implemented the relative approval assessment process	06/03	Developed comprehensive process including formal process to resolve correctable deficiencies, that the home can be approved with a corrective action plan put into place. (06/02) <input checked="" type="checkbox"/> Completed. The CDSS will promulgate new regulations to include relative assessment/approval process. (06/03)

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		<p>☑ Completed. The regulations to include the relative assessment/approval process were drafted and sent through the approval process. They were approved by the State Office of Administrative Law on July 23, 2003. They are awaiting printing for final distribution.</p> <p>CDSS issued ACLs and CFLs to provide instructions for the process until regulations are in place. Clients have a formal appeal process to resolve disputes. (08/02, 11/02, 12/02 & 06/03)</p> <p>☑ Completed. ACL issued 6/03; Update: CFL regarding deferral issued 10/14/03.</p>
CDSS will monitor the effectiveness of county compliance with relative assessment criteria through long-term monitoring	06/05	<p>CDSS is monitoring county compliance online with relative approvals and assessments using CWS/CMS. (01/03)</p> <p>☑ Monitoring is ongoing, and as of 1/8/04, 37 counties have been reviewed online. Four county reports have been completed. Nineteen county reports are in progress, with thirteen counties in the rebuttal process.</p> <p>Online review examines a statistically valid sample of all relative placement cases for compliance with Title IV-E regulations, and reviews for appropriate follow up on assessments and corrective action. (01/03)</p> <p>☑ Monitoring is ongoing and as of 1/8/04, 37 counties have been reviewed.</p> <p>Any case found to be out of compliance with Title IV-E requirements will be removed from the federal claim. CDSS will address problems that surface during foster family home approvals and report quarterly. (10/02; 12/03; 03/03; 06/03; 09/03; 12/03; 03/04; 06/04; 09/04; 12/04; 03/05; 06/05)</p> <p>☑ An All County Fiscal Letter regarding claim instructions for any necessary adjustments to claims for relative/non-</p>

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		relative extended family members, as a result of the monitoring efforts being undertaken, was released on October 14, 2003. It is CFL number 03-04-20, and it provides counties with claim adjustment instructions in regards to case review findings.
Action Step #4: CDSS institutes a formal process to train all state and county foster care licensing/approval staff on applying the same licensing/approval standards.		
Training will be provided to all existing state and county foster care licensing/approval staff on the new licensing/approval standards for foster family homes	06/05	CDSS' Community Care Licensing completed 12 training sessions on licensing foster homes to train over 300 state and county licensing staff. (08/02) <input checked="" type="checkbox"/> Completed 8/02. The CDSS contracted with subject matter experts to provide technical assistance to the Department and counties on various aspects of continuing ASFA compliance implementation, including training counties statewide related to initial assessment/approval and annual re-assessment of relative caregiver homes beginning 6/03. (06/05) <input checked="" type="checkbox"/> Completed 6/03. See task below for update.
Training will be provided to all newly hired state and county foster care licensing staff on the licensing/approval standards for foster family homes.	06/05	CDSS conducted 31 statewide training sessions for county staff related to the initial assessment/approval and annual reassessment of relative caregiver homes. Up to six more sessions will be offered as needed and ongoing training will be incorporated into staff training. (06/05) <input checked="" type="checkbox"/> Update: Site visits were made to southern California to consult and provide training to counties concerning the relative approval process. The consultants met with approximately 40 staff managers, consisting of administrators, supervisors, and quality assurance personnel. The consultants also met with the "Southern

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		<p>Policy Improvement Committee” on November 4, which was comprised of management representatives from approximately five Southern California counties, including Los Angeles, Orange, San Bernardino, Riverside, and San Diego counties.</p> <p><input checked="" type="checkbox"/> In Contra Costa County on November 12, sessions included one administrator and four members of their newly formed Approval Unit. There were meetings with CDSS on emerging approval issues. The consultants provided further revisions to the draft “Question & Answer” document being prepared by CDSS. Site visits were also made to the central valley counties with a meeting in Fresno in mid-quarter, which included meetings with one administrator, two managers, two supervisors, and five members of their training unit.</p> <p><input checked="" type="checkbox"/> Counties have been identified and are being contacted as candidates for technical assistance site visits, using the results of CDSS monitoring, as well as input from CDSS. Future consultation with counties will include the data received from Region IX’s site visits both in northern and southern California. Ongoing activities include conference calls and in-person meetings with CDSS, and various telephone calls and email requests for technical assistance from counties. Consultants will continue to seek out management staff and their respective training units for said consultation as it makes for maximum utility with regard to their time and CDSS’ limited resources.</p> <p>CDSS will conduct at least three licensing staff training academies annually to train new staff. (09/03, 09/04)</p>

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> No new licensing staff have been hired in recent months; therefore, a licensing staff training academy has not been needed since Spring 2003. As staff are hired, academies will be scheduled.
Program Contact: Action Steps 1 & 2: Pat Aguiar		

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Systemic Factor 7, Item 44

Improvement Goal: Each county will implement a state-approved recruitment plan that reflects the racial and ethnic diversity of children in care by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Measurements of progress will be reported through the annually updated recruitment plans as part of the SIPs	
Determination of Goal Achievement: The goal will be achieved when each county has implemented a State approved recruitment plan that reflects the racial and ethnic diversity of children in care.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28) Status reported in Safety Outcome 1, Item 2a		
Action Step #2: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28) Status reported in Safety Outcome 1, Item 2b		
Action Step #3: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Systemic Factor 2, Item 28) Status reported in Systemic Factor 2, Item 28		

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Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #4: To the extent permissible with the Multiethnic Placement Act and other state and federal statute, we will begin collecting race/ethnic information on foster and adoptive parents.		
Develop capacity to collect data	12/03	CDSS will coordinate with UC Berkeley, CDSS' Research and Development Division (RADD) and C-CFSR staff to collect data in a useable format on all caregivers and children. (12/03) <input checked="" type="checkbox"/> This task is in progress and is projected to be completed in March 2004.
Collect race/ethnic information on foster and adoptive parents.	06/05	Information will be collected quarterly by county and tracked at State and county level to ensure counties are aware of unmet needs in terms of caregivers. (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> This task is in progress and is projected to be completed in March 2004.
Use data to assess the effectiveness of recruitment efforts, such as comparing the race/ethnicity of foster/adoptive families with the children in care within each county	09/04	Information will be provided to counties as a part of the baseline data used to prepare their C-CFSR Self-Assessment and SIPs beginning 12/03. (09/04) <input checked="" type="checkbox"/> This task is in progress and is projected to be completed in March 2004.
CDSS will monitor the counties' progress toward recruiting caregivers that reflect the racial and ethnic diversity of children in care	06/05	CDSS will track the recruitment plans in county SIP's. Data will be used to track progress quarterly. (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.
Action Step #5: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 6		

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Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #6: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37) Status reported in Permanency Outcome 1, Item 9		
Action Step #7: CDSS will issue a ACIN to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs. (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 4, Item 28.) Status reported in Permanency Outcome 1, Item 9		
Program Contact: Action Steps 1, 2, 3, 4, 5 & 7: Pat Aguiar; Action Step 6: Eileen Carroll		